

CITY OF LODI
INFORMAL INFORMATIONAL MEETING
"SHIRTSLEEVE" SESSION
CARNEGIE FORUM
305 W. PINE STREET
TUESDAY, SEPTEMBER 7, 1999

An Informal Informational Meeting ("Shirtsleeve" Session) of the Lodi City Council was held Tuesday, September 7, 1999 commencing at 7:00 a.m.

ROLL CALL

Present: Council Members – Mann (left at 7:35 a.m.), Nakanishi, Pennino and Land (Mayor)

Absent: Council Members – Hitchcock

Also Present: City Manager Flynn, Deputy City Manager Keeter, Economic Development Coordinator Goehring, Community Development Director Bartlam, City Attorney Hays and City Clerk Reimche

Also present in the audience was a representative from The Record.

TOPIC(S)

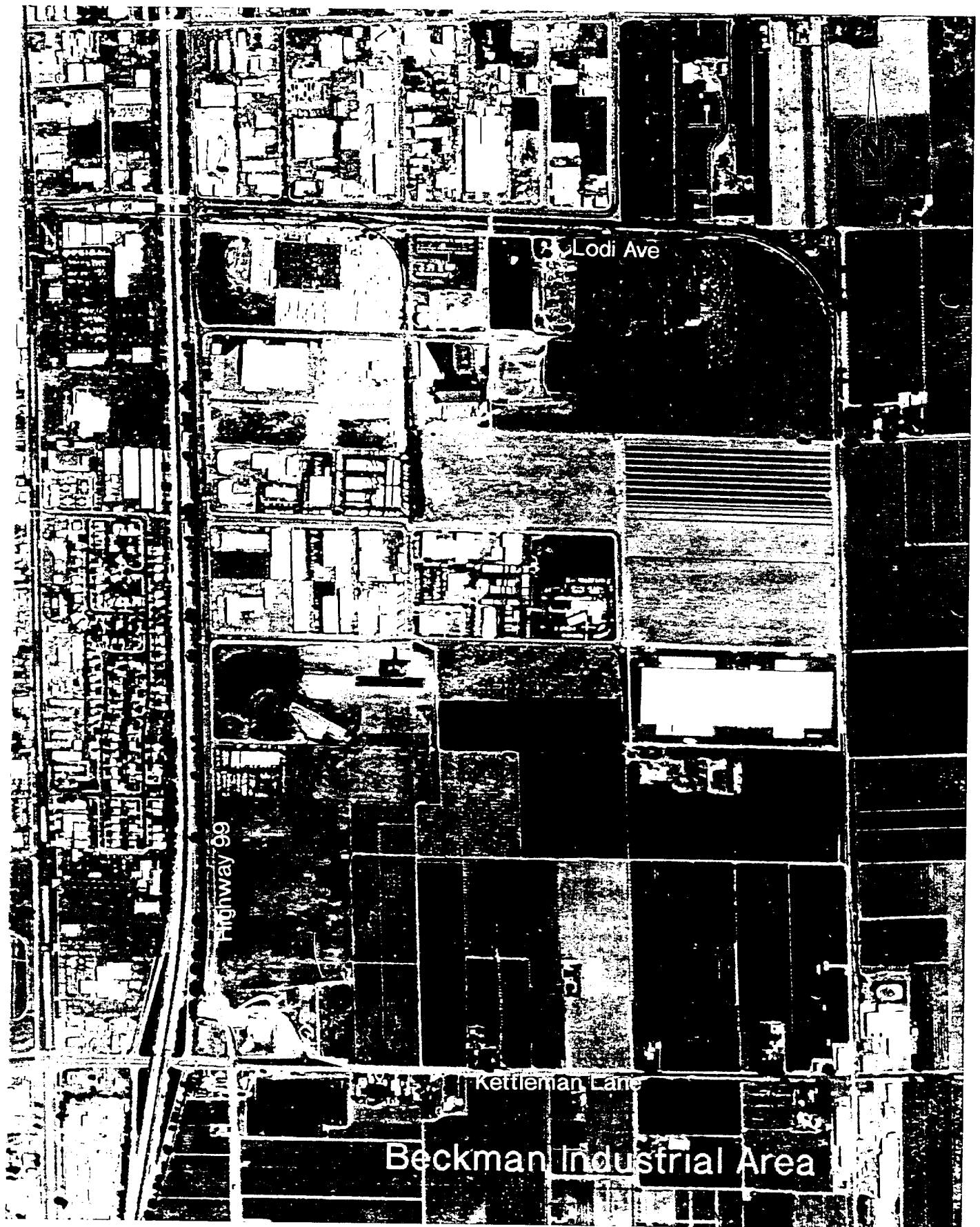
1. San Joaquin Partnership Update

ADJOURNMENT

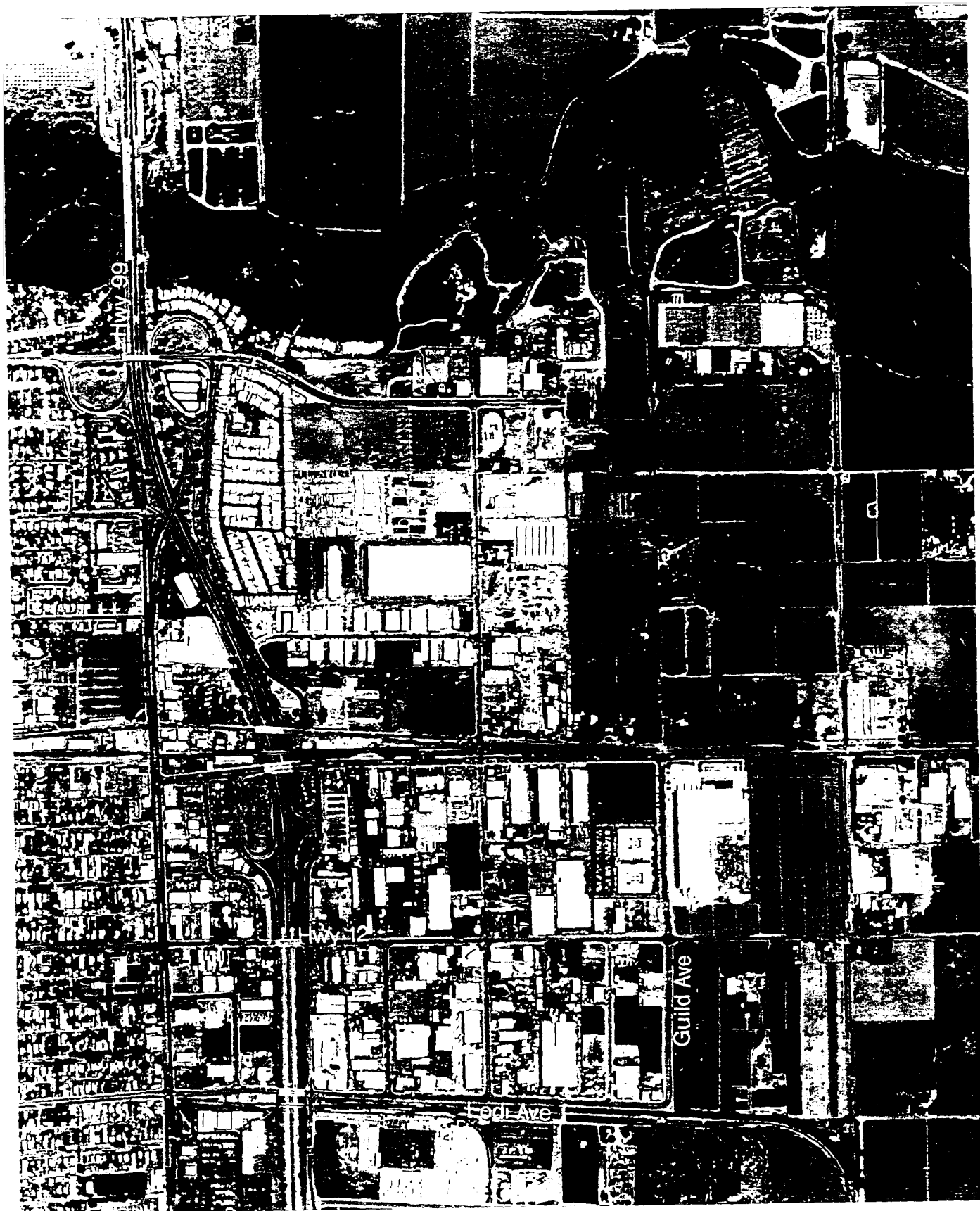
No action was taken by the City Council. The meeting was adjourned at approximately 8:17 a.m.

ATTEST:


Alice M. Reimche
City Clerk



Beckman Industrial Area



THE CALIFORNIA ADVANTAGE

SAN JOAQUIN COUNTY

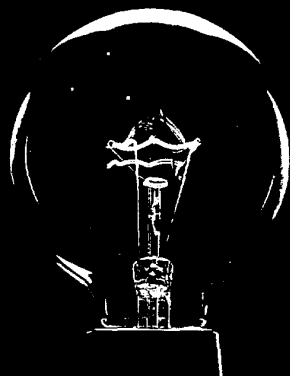
LODI



Home to national corporations.



Heart of the American wine industry.



City-owned and operated electric utility.

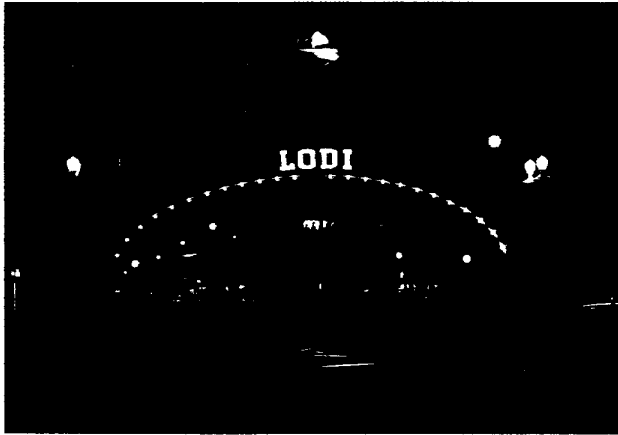


SAN JOAQUIN PARTNERSHIP

Creating Jobs for San Joaquin County

THE LODI ADVANTAGE

SAN JOAQUIN COUNTY DEMOGRAPHICS



The City of Lodi owns and operates its own utility district.

TRANSPORTATION

Market	Approximate Miles
Bakersfield	247
Los Angeles	347
Oakland	72
Reno	170
Sacramento	35
San Francisco	90
San Jose	90
Stockton	15

Lodi is ideally situated between Interstate 5 and Highway 99 both which cut through the heart of California. Rail service is readily available as well as water transportation from the Port of Stockton. Regularly scheduled air cargo service is available at the Stockton Metropolitan Airport south of Lodi.

MAJOR EMPLOYERS

Name	Year	Type of Business
Apache Plastics, LTD	1997	ABS & PBC Pipe
Arkay Industries, Inc.	1997	Plastic injection molding
Dart Container Company	1986	Styrofoam containers
General Mills	1948	Cereal and food mixes
Holz Rubber Company	1935	Rubber products
Interlake/Lodi Fab Ind. Inc.	1965	Industrial storage racks
Lodi Metal Technology, Inc.	1971	Warehouse racking
Pacific Coast Producers	1971	Canning and can mfg.
	1991	Corporate Headquarters
R.E. Services	1995	Backing boards for printed circuit boards
U.S.A. Products Inc.	1989	Cushions and seatcovers
Valley Industries	1947	Trailer hitches
Wallace Computers	1977	Distribution, printing, and computer sales

WAGE RATES

Job	Hourly Rate
Billing, Cost and Rate Clerk	\$6.00 - 12.50
Computer Operator	\$5.75 - 15.50
Computer Programmer	\$5.25 - 24.00
Electrical & Electrical Assemblers	\$4.75 - 17.00
Electrician	\$6.00 - 15.00
Food Batchmakers	\$5.00 - 10.50
Freight, Stock and Material Movers/Handlers	\$4.75 - 10.00
General Office Clerks	\$5.00 - 12.50
Machine Feeders and Offbearers	\$4.50 - 12.00
Machinery Maintenance Mechanic	\$8.00 - 20.25
Machinist	\$6.00 - 18.00
Receptionists & Information Clerks	\$6.00 - 10.75
Secretary	\$5.75 - 13.75
Stock Clerks, Stockroom - Warehouse/Storage Yard	\$5.75 - 11.50
Welder and Cutter	\$6.00 - 15.75

(Source: San Joaquin County PIC Occupational Outlook Report 1996-97 non-union wage rates, represents range from entry level and new to firm, to 1-3 years experience with same company. Please note that federal minimum wage increased to \$5.00 on January 1, 1997 and will increase to \$5.15 effective September 1, 1997.)

Winegrape Capital of the World

Premium quality winegrapes are the economic engine that drives the Lodi-Woodbridge region. About 60,000 acres of vineyards surround the Lodi community. Lodi-Woodbridge winegrape growers annually produce a crop worth more than \$200 million. Nearly 40% of California's premium wine grapes are grown in this region, making it the "Winegrape Capital of the World".

Lodi-Woodbridge enjoys the perfect environment for winegrape production. The region is warmed by the valley sun during the day and cooled by the Delta breezes at night. Soils rich in minerals give Lodi-Woodbridge wines their unique quality and flavor. Abundant water from nearby rivers allow for consistent quality and quantity from vintage to vintage.

The Lodi-Woodbridge area has been a respected part of California's wine industry for over 100 years. Today, some of the state's most important wineries rely on grapes grown in the Lodi-Woodbridge region including Robert Mondavi, Sebastiani, Ernest & Julio Gallo, Sutter Home and Glen Ellen.

Grape Varieties Produced (Ranking - California State production)

Types	Ranking
Zinfandel	#1
Cabernet Sauvignon	#1
Sauvignon Blanc	#1
Chardonnay	#1
Merlot	#1

THE LODI ADVANTAGE

SAN JOAQUIN COUNTY QUALITY OF LIFE

HOUSING



Lodi offers affordable housing and a diversity of lifestyle alternatives.

The City of Lodi housing market offers both the historical charm of its older neighborhoods and the modern design of newer executive developments. The average list price for residential property is \$174,600 and the median price is \$148,500. The City has a positive attitude toward quality growth to assure that the character of Lodi is retained and enhanced.

(Source: Lodi Board of Realtors.)



Lodi's agreeable climate with warm, dry summers and mild winters offers a perfect setting for a variety of recreational activities.

EDUCATION

Excellent K-12 and special education programs are provided by the nationally recognized Lodi Unified School District. The area is also served by several private and parochial schools. The University of the Pacific, San Joaquin Delta Community College, California State University, Stanislaus - Turlock, and Stockton Center and the University of San Francisco satellite center are all within a 20 minute drive of Lodi. The University of California, Davis, California State University of Sacramento and the University of Southern California satellite center are within an hour's drive from Lodi.

Climate

Month	Mean Temperatures
January	45.5
April	58.0
July	74
October	62.5
Annual	60
Annual Precipitation	17"

(Source: Lodi-Woodbridge Winegrape Commission)

RECREATION, COMMUNITY RESOURCES AND EVENTS

Community recreation programs cover a wide range of interests and activities including youth and adult sports and special interest classes, child care services, youth at-risk programs, aquatics, special events, camps/clinics and tournaments.

Lodi features 25 parks and five specific use facilities covering 265 developed acres and 90 undeveloped acres. The "crown-jewel" of the system is Lodi Lake Park which is connected to the Mokelumne River. "The Lake" features boating, fishing, beach swimming, boat rentals, nature walk, group picnic sites, a recreational vehicle park area and the Discovery Nature Center.

Other major facilities are the Hutchins Street Square (community center), Grape Bowl (municipal football stadium), Zupo field (a former professional baseball facility), many tennis courts, adult softball facilities and some of the top youth sports facilities in the San Joaquin Valley.

Lodi residents also enjoy the benefits of close proximity to the Delta waterways, San Francisco Bay Area, and the Sierra Nevada mountains.

Local events include:

Arts & Rec At The Lake
Grape Festival & Harvest Fair
Lodi Spring and Wine Show
Ooh, Ahh Festival/4th of July
Summer Beer Fest
Lodi Street Faires (Fall and Spring)
Clements/Lockeford Stampede & Rodeo
Christmas Light Parade

THE LODI ADVANTAGE

SAN JOAQUIN COUNTY

The City of Lodi...

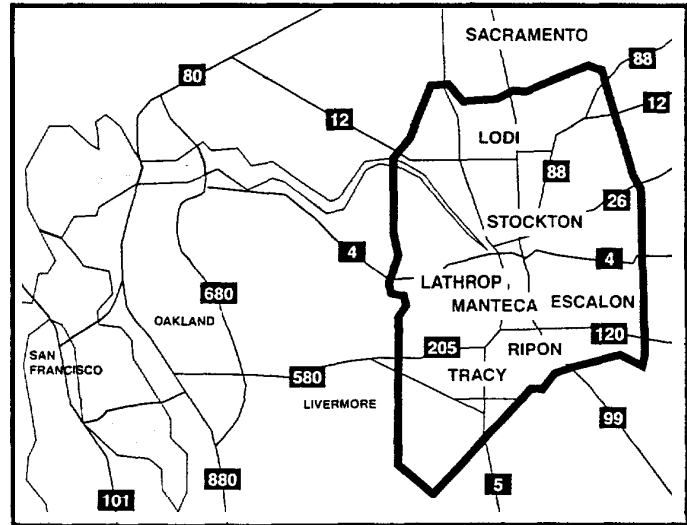
is committed to cultivating and sustaining a positive business environment. Improving the quality of commercial and industrial relations within the community is paramount to economic expansion and diversity in the Lodi community.

Lodi is an ideal location for corporations and businesses wishing to relocate or expand. Several companies have recently made Lodi their home, while others have been established in the community for more than thirty years. Business success and quality of life have prompted some companies to locate their corporate offices to Lodi.

One key to Lodi's business success is the City-owned and operated electric utility system. This allows for competitive rates for industrial, commercial and residential customers.

In addition to the business advantage, there are recreational and cultural opportunities to enjoy while living, working, and playing in Lodi.

The advantage is growth. The benefit is quality living. The future is Lodi.



The City of Lodi is affiliated with the San Joaquin Partnership, a collaborative effort by private sector leadership and all the cities of San Joaquin County to enhance its economic development program. The San Joaquin Partnership is a progressive private-public non-profit economic development corporation designed to recruit and assist business and industry to locate into San Joaquin County. Its services, direct or indirect, include: comprehensive site and facility searches, site location and utility cost analysis, labor availability and wage information, supplier and vendor product surveys, project permit facilitation, community data and location tours, and community assimilation. The Partnership provides confidential, comprehensive service and assistance from initial project/site inquiries to project completion, without obligation.

2800 West March Lane, Suite 470
Stockton, CA 95219
(209) 956-3380
Fax (209) 956-1520
Web: sjpnet.org
E-mail: eb@sjpnet.org

For information, call
1-800-570-JOBS



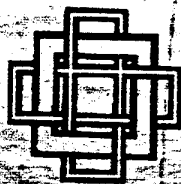
SAN JOAQUIN PARTNERSHIP
Creating Jobs for San Joaquin County

City Contact

Tony C. Goehring
Economic Development Department
P.O. Box 3006
Lodi, CA 95241-1910
(209) 333-6700
FAX (209) 333-6807
Web: lodi.gov
E-mail: flynn@lodi.gov



The California Advantage



SAN JOAQUIN PARTNERSHIP



Welcome to San Joaquin

"Where?"

**San Joaquin County...east of
San Francisco, south of Sacramento.**

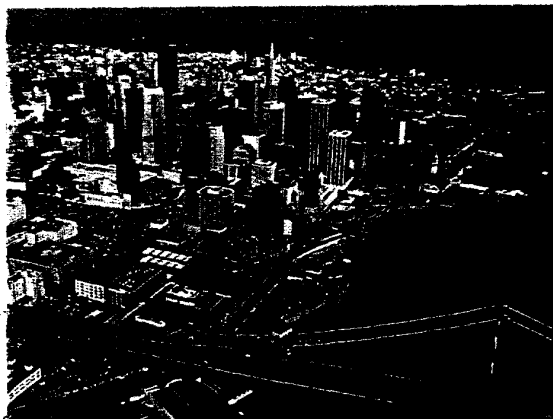
A community of seven cities that is growing in population, diversification, and popularity. Located close enough to the Greater San Francisco Bay Area, San Joaquin County is reaping the rewards of its location... being located in the right place at the right time!



It's a Different California!

- ***THE LABOR is available and trainable.***
- ***THE LAND is abundant and affordable.***
- ***OPERATING COSTS are low to moderate.***
- ***THE ENVIRONMENT is uncongested.***

The corporate sponsors listed on the back page would like to introduce you to this area, San Joaquin County, a different California



A Different California

Although virtually every community, county, and state claims a "probusiness" environment, few jurisdictions are able to deliver on their claims. Fewer still are able to shake an "antibusiness" reputation, even though the conditions that fueled that reputation may be long gone.

California's reputation as a difficult state in which to do business was well-publicized during the early 1990s. After years of seemingly effortless good times, California fell victim to a combination of assaults, both external and internal: Twenty-nine military bases throughout the state were closed by the Pentagon; the state's aerospace industry lost power; business operating costs had reached nosebleed territory; and vast numbers of companies fled to neighboring states in

search of a more friendly business environment.

California was down — but the world's seventh-largest economy was nowhere near

out. In the second half of the decade, California came back, stronger than before and, even more important, smarter in the ways of working with business. Workers' compensation reforms are saving California businesses more than \$4 billion annually, while regulatory review units are

cutting through red tape and slashing delays in permitting, construction, and facility start-up. Business tax cuts are redefining the "California advantage." Moreover, new tax incentives such as the 6 percent manufacturing investment tax credit are encouraging companies to re-examine the opportunities in North America's undisputed economic powerhouse.

Although the market drives business growth, it is the ability to operate efficiently that produces profit. In recent years, California has leveraged its renowned market strength into a restructured economy that routinely leads the nation in size, growth, and innovation. It is the world's undisputed industry leader in electronics and telecommunications. California's revitalized economy is fueled by its 32 million consumers, its concentration of industry and education, and the access provided through its ports to Pacific Rim markets.

While well-recognized metropolitan markets like the San Francisco Bay Area enjoy high visibility and substantial resources, they also present such challenges as traffic congestion, high operating costs, and rapidly escalating costs of living. A growing number of companies, caught between California's attractions and the rising costs of doing business in the Bay Area, are choosing to locate in communities that offer access to markets without congestion and

without prohibitive costs. For many of those companies, the choice is straightforward: the communities of San Joaquin County, within easy access of the Silicon Valley and Greater San Francisco Bay Area, but without



the legendary traffic congestion, high costs, and labor shortages associated with those Bay Area locations.

Buoyed by these business support initiatives, San Joaquin County has emerged as one of the most competitive locations in California. Its locational and cost advantages are enhanced by its availability of both labor and land. Even with these "natural" amenities, however, the county's economic development organizations and individuals have worked to boost yet further the services they provide to support business and industry.

Centered on the city of Stockton, San Joaquin County represents a different California that traces its history to agriculture, treasures its location between the coast and the mountains, and



Employment Base (June 1998)

Civilian Labor Force, 1998	249,400
Participation Rate	89 percent
Civilian Employment	223,200
Construction	8,200
Mining	100
Agriculture	20,200
Manufacturing	22,700
Transportation, Utility	10,800
Wholesale Trade	8,500
Retail Trade	32,000
Finance, Insurance, Real Estate	8,600
Services	42,500
Government	35,900
NEC	33,700

enjoys a unique combination of affordability and access to the Bay Area. Attracting scores of new companies and thousands of new residents each year, San Joaquin County stands at the heart of the world's seventh-largest economy, superbly positioned to redefine California's economic advantage for manufacturing, distribution, business services, and research and development.

Labor: Hiring and Training Today's Work Force

Business and industry cannot operate without productive people. A growing emphasis has been placed on human resources in making site location decisions,

with key consideration for almost any business in virtually any industry being access to workers equipped with the skills needed in today's business environment. Indeed, one of the county's greatest resources is its abundant, reliable, and affordable work force with a wide range of abilities. (See accompanying table.)

With a work force of 249,400 in June of 1998, unemployment in San Joaquin County was 10.5 percent compared to 5.7 percent statewide. In addition, the CalWORKs employment center is a valuable resource with a monthly pool of approximately 800 ready-to-work employees. Much of the county's unemployment is due to seasonal variation in the agricultural sector and related food-processing industries and immigration. The unemployment labor pool at the end of June 1998 totaled 26,200 persons.

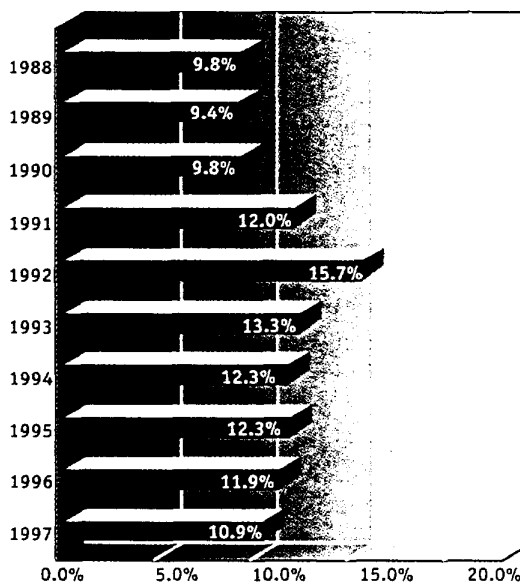
San Joaquin County's private and public human resource providers have responded to the needs of business and industry, providing recruitment, assessment, hiring, and training services. Comprehensive programs have been developed to ensure that San Joaquin employers will have the work force they need for today, tomorrow, and the next century. Among the key services and providers are the following:

- The Private Industry Council (PIC) designs and implements employee recruitment and assessment initiatives in response to individual company specifications, most often at no cost to the company. The PIC will design company-specific programs to equip employees with targeted skills required by individual businesses. The PIC also provides both staff and facilities for training, and will reimburse companies for training costs of employees hired at the end of the training program. With the On-the-Job Training (OJT) program, employers can receive reimbursements of as much as 50 percent of their new employees' wages for specific training periods.

- The San Joaquin County Office of Education offers a wide range of vocational and technical training courses designed to provide students with in-demand workplace skills. The programs provided through the vocational training centers, operated by the Regional Occupational Program (ROP), can be customized to meet the needs of the employer. Centers for learning are strategically located throughout the communities to allow easy access for students/employees as well as employers.

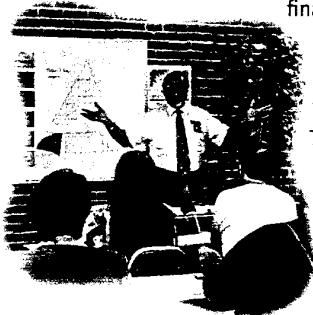
- San Joaquin Delta Community College, a two-year community college with more than 22,000 students, offers a full range of courses in more than 70 vocational programs geared toward the workplace. From general education preparation to customized training, instructors and curricula strive to meet the specific needs of local business and industry. Industry-based classes range from service center operations, including

Unemployment Rates (1988-1997)



telecommunications and computer training, to CAD/CAM electrical and mechanical engineering. The college provides outreach sites in several communities to assist local businesses and industry with their ongoing training and retraining needs.

The San Joaquin County Human Services Agency has moved aggressively to become a state leader in welfare reform. To implement its CalWORKs program, the agency has effectively married private and public resources for assessment and training of former recipients. The programs provide general training, customized training specifically for the employer, and financial support to the



The CalWORKs program provides training tailored to the prospective employer.

new employee for healthcare, transportation, and childcare. This allows the new employee a smooth transition into today's workplace. Employers hiring CalWORKs clients may be eligible for federal as well as state tax credits.

Additional education and training

programs are provided by University of the Pacific, which includes the School of Engineering, Eberhardt School of Business, School of Pharmacy and Health Sciences, School of International Studies, as well as graduate schools in dentistry and law. Moreover, ITT Technical Institute, a nationally recognized vocational and technical institution, has a new campus in San Joaquin County, drawing a student population from as far as 100 miles away.

Land: Ready, Willing, and Able

In planning for its future, San Joaquin County fully entitled and designated more than 12,000 acres of industrial land. Approximately 40 percent is currently developed and serviced by utilities, with the balance available for future growth based on demand.

Of the developed acreage, 16 fully developed industrial parks are spread throughout the county. These industrial parks are represented by some of the largest, most significant builders, both nationally and



internationally. They include ProLogis, formerly Security Capital Industrial. Its 750-acre industrial park, Patterson Pass Business Park, is located in the southwestern corner of the county, adjacent to the Greater Bay Area. With three interstates surrounding the general area, the next two phases of the project should fill out as quickly as the first. Additionally, Crossroads Industrial Park, a joint venture of AEW and Catlin Properties Inc., offers 350 acres in Lathrop, adjacent to Interstate 5 and Highway 120.

Panattoni Development Co. develops, owns, and leases industrial and commercial properties in more than 45 markets throughout the United States. Specializing in fast-track build-to-suits for many Fortune 500 companies as well as regional businesses, the company's success derives from its quick local decisions, financial depth, and consistent, timely performance. This has been demonstrated time and again through more than 40 million square feet constructed nationwide, valued at more than \$1.2 billion.

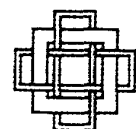
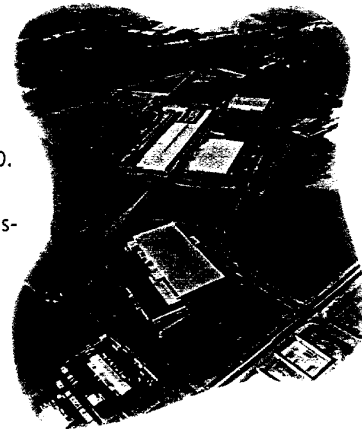
Regional developers such as Buzz Oates Enterprises (BOE), one of the largest development firms in California, has identified San Joaquin County as the quintessential investment site in California. This has led to an aggressive wave of property acquisitions by BOE and more than one million square feet of construction in 1998. BOE has holdings of more than 20 million square feet — mostly industrial development — with more than five million square feet in San Joaquin County.

New developments are being planned by investment/developer companies like Trimark Communities. Trimark's Mountain House is a 4,784-acre master-planned community in southwestern San Joaquin

County; it is bordered on the south by Interstate 205/580, which carries 50,000 commuters to the Greater Bay Area each day. Plans call for an ultimate population of 44,000, 21,000 jobs, and development over a 20- to 40-year period. The targeted industrial base for the new town is the electronics and communications industries.

San Joaquin County's economic and development growth has also caught the attention of new investments. Regional and international firms such as Meridian Industrial Trust, Inc., Seagate Investment Co. of San Francisco, Opus National, AEW Capital Management, and Hunsaker Development Co. of southern California regard San Joaquin County as the next dynamic market in the northern California region.

The Airport Gateway Center in Stockton is a master-planned business park by Panattoni Development Co.



Infrastructure: Utilities

San Joaquin County's service infrastructure includes all expected wastewater, water supply, and solid-waste-management services, with ample capacity to meet additional business needs. Telecommunications capabilities are supported by a fiber optics network so dependable that the county was chosen by the California lottery as the location for its backup system. The telecommunications system is equipped with 100 percent digital switching to ensure clear and efficient transmissions.

Having led the nation in deregulating its utility industry, California now is in the process of restructuring its regulated electrical system to improve competition and reduce costs to consumers. The primary electricity and natural gas supplier in San Joaquin County is Pacific Gas & Electric (PG&E). PG&E has responded to consumer demands with a full range of services including an array of optional rates designed to decrease energy costs, customized billing and payment options, and energy assistance. The supplier has also emerged as a valuable economic development

The Bay Area Connection

The San Francisco Bay Area is the fifth-largest metropolitan area in the United States. It is a region of world-class cities and small towns with distinct personalities. However, its prosperity and growth have pushed beyond its traditional nine county boundaries, now extending east into northern San Joaquin Valley...specifically, San Joaquin County.



The commuter base is fueled by the profusion of affordable housing.

San Joaquin County's population growth in recent years has been fueled by the influx of

workers from the Greater San Francisco Bay Area and Silicon Valley, in search of affordable housing. This equates to a current commuter base of about 50,000 workers. These workers, many of them highly skilled professionals, have chosen homes in San Joaquin County for economic reasons, enduring the daily commute to offices one-two hours away. Increasingly, businesses are considering following their work force, taking advantage of the county's substantially lower operating costs.

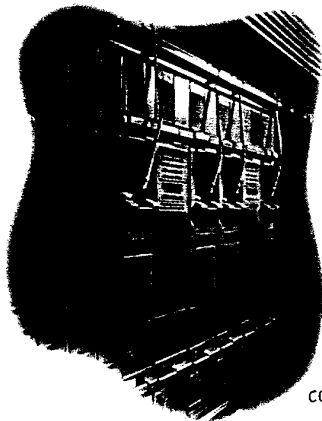
Bay Area Businesses Head East

The extraordinary concentration of electronics, computer, and telecommunications capabilities in the Bay Area has added a new name to our vocabulary: Silicon Valley. San Joaquin County, located only one hour from the Silicon cen-

ters in and around San Jose, Santa Clara, and Fremont, offers a practical alternative to the rapidly escalating operating costs associated with those communities.

A recent study conducted by Paragon Decision Resources, Inc., compares the operating costs for a model communications electronics company in San Joaquin County to one in the Silicon Valley. The model operation used a 172,500-square-foot facility on 35 acres, with 249 workers of various levels operating 16 hours a day. A utility load and freight model was also considered.

Overall, San Joaquin County emerged as the lowest-cost location for the project when compared to Santa Clara, San Jose, Fremont, and Sacramento. More than \$6 million per year in net annual operating costs would be saved by the San Joaquin County location when compared to the same operation in Santa Clara;



San Joaquin boasts state-of-the-art telecommunications capabilities.

resource for local business, offering practical assistance for facility siting, design, and construction.

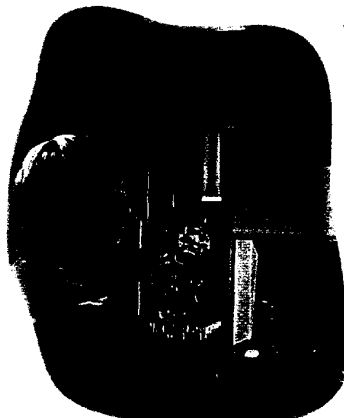
In the northern part of the county, the Lodi Electric Utility, a customer-owned, city-operated utility, provides reliable electrical energy to residential and industrial customers at competitive costs. Indicative of the city of Lodi's proactive business development posture, the electric utility will competitively negotiate electric rates for large electric users — based on demand. Even more aggressive is Lodi's recent move to assemble property for development of an industrial park to accommodate those large electric users.

more than \$4.5 million when compared to San Jose; and more than \$4.3 million compared to Fremont. Even when compared to neighboring Sacramento, San Joaquin County boasted an annual savings of almost \$1.3 million.

Wages and salaries represented approximately 60 percent of the total annual operating costs, themselves showing a \$1.6 million savings in San Joaquin County versus Silicon Valley. Contributing to the county's lower wage and salary costs are its comparatively high unemployment rate and the willingness of workers who now commute to Silicon Valley to accept lower pay in exchange for close-to-home employment. According to one surveyed company representative, "We are growing our San Joaquin County facility and gradually moving some of our Silicon Valley functions here...we save \$1.00 to \$1.50 an hour on assemblers here versus there."

Work force availability and quality received high rankings from local electronics company representatives, with the highest scores showing in productivity, trainability, lack of alco-

hol/drug problems, attitudes, and basic skills. Conversely, turnover and absenteeism had the lowest scores, leading one



Quality high-tech labor is emerging in the county.

surveyed official to say, "The labor force here is better [more productive] than the Bay Area," and another to state, "Our productivity is great here, best in years (99 percent plus no defects)."

Building costs and industrial land prices were also significantly different; very substantial was the discrepancy in the latter. In 1998, per-acre costs for industrial land in Santa Clara was \$653,100, compared to under \$143,000 in each of

the San Joaquin communities surveyed. Though not compared in the report, lease rates for new high-cube warehouse-type industrial buildings in San Joaquin County range from 26 cents to 35 cents per square foot, per month, triple net; in the Silicon Valley, the same building ranges from 55 cents to 75 cents — providing you can find a vacant building to rent.

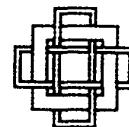
Equally significant, San Joaquin County's low probability on the seismic scale gives Silicon Valley manufacturers a valuable backup resource in the event of earthquake damage in the high-probability Silicon Valley.

While the Paragon Decision Resources study demonstrates the cost advantages of a San Joaquin County location, it is equally compelling in documenting the operating advantages offered to business and industry with a San Joaquin County location. It should be pointed out that the study did not reflect economic development incentives available, which could further reduce the net annual operating costs in San Joaquin County locations.

Unskilled, semiskilled, technical, and engineering labor is affordable, available, and of high quality in San Joaquin County. Class A and B sites and buildings are available and affordable, and enterprise-zone and foreign-trade-zone designations in some areas offer additional inducements.

More than a dozen electronic assembly and printed circuit board manufacturers operate in San Joaquin County, including ISE Labs in the city of Manteca; and Tyco International and Viktron California L.P., both in Stockton. These companies, in turn, are supported by a diverse and growing industrial infrastructure of metal fabricators, plastics manufacturers, electrical equipment, and fixtures manufacturers and machine shops.

To receive a copy of the Paragon report, you may contact the San Joaquin Partnership at 1-800-570-JOBS (5627) or by e-mail at eb@sjpnet.org.





Diversifying the Base

The economy of San Joaquin County reflects the evolution from an agricultural base to a new, diversified economic base that comprises manufacturing and business services.

Agribusiness

Agriculture has historically been the mainstay of the San Joaquin County economy; the county has continuously ranked as a leader in the production of products ranging from tomatoes and asparagus to walnuts and almonds. Anchored by well-known agribusiness giants including Del Monte, Diamond Walnut, Lipton/Unilever, and General Mills, San Joaquin County's food-processing industry enjoys an enviable location in the center of California's agricultural heartland. At the same time, it is within easy access of the fast-growing consumer markets of the western United States and Canada, Mexico

and Central America, and the Pacific Rim.

While Napa and Sonoma counties hold the lion's share of attention for their wines, it is actually San Joaquin County that ranks highest in the production of Zinfandel, Cabernet Sauvignon, Sauvignon Blanc, Chardonnay, and Mer-

lot grapes. Some 60,000 acres of vineyards surrounding the Lodi-

Woodbridge area of the county produce an annual grape crop valued at about \$200 million — and representing nearly 40 percent of the premium wine grapes grown in California, and more than Napa and Sonoma combined. The majority of the county's grape harvest is shipped to wine producers in northern California. However, renewed interest is being focused on local value-added processing, following the lead of local wineries including Delicato Vineyards, Franzia Winery, Robert Mondavi, and Sebastiani, and bringing a new operation, Sutter Home, to the county.

Introducing the Next Generation

The next generation of agribusiness operations and techniques is emerging in San Joaquin County, and not just in the wine industry: California Natural Food Products utilizes aseptic techniques (high temperature, short duration) in its packaging, increasing the product shelf life to up to 18 months without refrigeration.

Italy's Masterplant California Inc. recently established a major greenhouse operation near Tracy to supply seedlings for commercial row-crop growers. The utilization of the starter plants will provide growers with a higher yield and a faster crop than traditional methods.

Food processors and growers gained a new resource in 1994

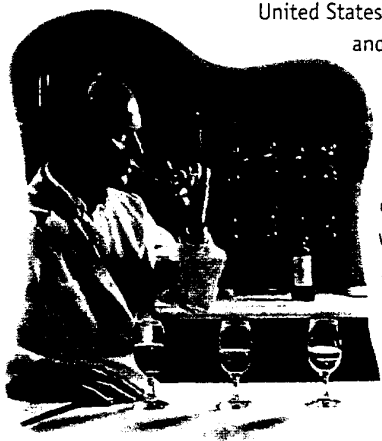
with the start-up of Farmington Fresh's state-of-the-art perishable-packing and -consolidation facility. Highly computerized, Farmington Fresh is able to facilitate the sorting, grading, packing, and shipment of perishable cargo from the field to the customer. This just-in-time shipment is achieved via air cargo nationally and, more often, internationally.

Just-in-Time Delivery

With their locations in San Joaquin County, suppliers to the New United Motors (NUMMI) automotive plant in Fremont are able to provide just-in-time delivery and cost-efficient production. These suppliers include Dana Corp., manufacturing truck frames; Technotrim, Inc., seat covers; Aisen Electronics, Inc., automotive electronic components; and Curtis-Maruyasu, undercarriage brake and fuel lines.

These firms are supported by metals manufacturers such as Noll Manufacturing, which relocated to San Joaquin County from the Bay Area, and Feralloy Corp., two companies that have joined long-time resident metals industry firms including PDM and Stockton Steel. Like their customers, the county's metals manufacturing industries rely on the exceptional transportation network that links San Joaquin County to the industrial markets of the Bay Area and southern California within "just-in-time" limits.

Nearly 40 percent of California's premium wine grapes are grown in San Joaquin County.



Plastics Expansion

The plastics industry, like others, has sought a cost-competitive operating environment that is also within reasonable proximity for product delivery. Arkay Plastics, a plastic-injection-molding operation in Lodi,



Plastics is among the industries benefiting from low operating costs.

produces a product line ranging from computer components to household products. Iris Ohyama of Japan located its first U.S. operation in Stockton, manufacturing its 3,200 plastic household items for consumer markets throughout North America and Japan. Other companies, such as Certainteed and CNC Containers, have located in the county to produce plastic

products for distribution throughout the western United States. Like companies in other industries, these firms rely on San Joaquin County's exceptional freeway network, which includes Interstate 5 and 99 running north/south; Interstate 580, connecting the county to Silicon Valley and the Bay Area; and interstates 80 and 50, connecting California to points east.

Fairmont Sign Co. made the same decision to locate in San Joaquin County, but weighed different factors as it considered California sites throughout the Bay Area and the Central Valley. Based in Detroit, Mich., Fairmont is building its West Coast manufacturing facility in the city of Lodi to produce the illuminated signs it sells to clients such as Ford Motor Co., Sears, and Napa Auto Parts. Like all plastics companies with high electrical energy demands, Fairmont needed competitive power costs as well as reasonable land and labor costs. And, like a growing number of plastics companies, it found Lodi's community-based electrical utility to be competitive — even aggressive.

Diversified Production

Beyond the growing strength of its electronics, agribusiness, automotive, and plastics sectors, San Joaquin County is home to a diversified group of manufacturers representing some of the world's leading industrial companies and entrepreneurial innovators. DePuy OrthoTech, a division of Johnson & Johnson, manufactures orthopedic braces in its Tracy facility; Scientific Specialties produces miniature test tubes and beakers in its Lodi plant.

The aerospace industry is supplied by firms including Applied Aerospace Structures, Corp., which produces both aircraft components and communications-satellite frames for corporate giants like Hughes and Boeing.

The construction industry is supported by companies including Anderson Truss, a subsidiary of Pacific Coast Building Products, whose operation in Lathrop manufactures trusses used for homes. Indicative of the unique combination of location factors in San Joaquin County was the decision by Timbron International to locate its headquarters and new manufacturing facility in the county. Timbron produces "environmentally friendly building materials" by processing recycled polystyrene into products including interior moldings and door parts destined for major home centers in the western United States. While transportation and proximity to major markets played an important role in the company's location, it was the proximity of San Joaquin County to Silicon Valley's electronics firms — and the polystyrene used in industrial packing generated by computer companies — that sealed the company's decision.

Call Centers and Other Administrative Services

While call center operations represent a fast-growing business function, administrative operations — from headquarters to back offices — are the nerve center of any company, critical to business performance and profitability.

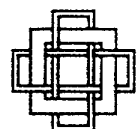
With the integration of computerized systems and telecommunications capabilities, many companies have learned that a variety of administrative functions can be located in more cost-efficient locations.

In comparison to communities only 50 miles to the west, San Joaquin County offers greater labor availability, many more training and retraining programs, and sharply lower costs for office



Telecommunications training programs are industry- and employer-specific.

operations. Billing, cost, and rate clerk wage rates are in the range of \$6.00 to \$12.00, for example; general office clerk wages range from \$5.75 to \$12.50; receptionists and information clerks are available for hourly rates between \$6.00 and \$10.75; and computer-opera-



tor wage rates begin as low as \$5.75 per hour.

Complementing San Joaquin County's competitive wage rates are its proximity to San Francisco's financial and headquarters centers; Silicon Valley's manufacturing and development operations; and the international airports of Oakland, Sacramento, San Francisco, and San Jose. Combined, these attractions led Pacific Coast Producers to establish its corporate headquarters in the county in 1991 after 20 years of operating its canning and can manufacturing operations in San Joaquin County. In 1997, Robert Mondavi Winery followed suit, expanding its facilities to include key corporate office functions. It joined companies such as Diamond Walnut, which have long maintained their international headquarters in the county.

Backroom office operations have expanded in the community, taking advantage of custom telecommunications education and training programs, not only industry-specific but with employer-specific emphasis. An example is a class available through Delta Community College that certifies the student to apply for employment at Kaiser Permanente's health services call center. Such industry- and employer-specific training and education opportunities, coupled with an available, trainable, lower-wage-based labor pool, also convinced Marriott International to locate a worldwide reservation center in San Joaquin County.

The University of the Pacific (UOP)



Research and Development

Although overshadowed by the undisputed strength of neighboring Silicon Valley and the Bay Area, San Joaquin County hosts a growing research-and-development community. In 1996 Unilever confirmed the county's potential as a research location when it established the Lipton "Center for Excellence."

One of only five such facilities operated by Unilever (Lipton) worldwide, the Lipton Center for Excellence in Stockton focuses on tomato and tomato products. The center employs molecular biology and biogenetics in its mission to develop new processes and products. At project initiation, James F. Busby, vice president of research and development for Lipton, noted, "It serves as a world-class skill base for Unilever in agricultural practices, biogenetics, plant breeding, raw material handling and processing, and product and recipe development, and as a source of expertise in

marketing and consumer science for tomato products. The center is a point of origin for all our technology and innovation and a training center for technologies in all our businesses in the Unilever tomato world."

The research center joins other private-sector research-and-development opportunities. At the University of the Pacific (UOP), for example, recent research projects in the School of Engineering have focused on computer vision and robotics, stereo-head research image processing, and basic robotics architecture.

San Joaquin County's location puts it within easy commuting distance of some of the world's most recognized research-and-development complexes, educational institutions, and public-sector laboratories including the University of California at Davis, Silicon Valley's private-sector research complexes, and Livermore Laboratory. Closer to home, UOP's annual graduating engineering class routinely receives high honors for quality. Dare King, a mechanical engineering student at UOP, for example, was one of only five students in California to be awarded the Consulting Engineers and Land Surveyors undergraduate scholarship award in 1998.

San Joaquin Delta College has proven itself as well. It has continually achieved national and international academic excellence in Engineering and Machine Technology, winning awards such as the International Society for Manufacturing Engineers Education Award (1998), which for the first time was won by a community college, and the American Society of Mechanical Engineers Student Design Competition (International — 1998, Western Region — 1996, 1997, 1998). The National and California Vocational Industrial Clubs of America (VICA) Skills Competition awarded the Delta College CAD/CAM Team a gold medal for the state in 1994, 1996, 1997, and 1998; a gold medal for the nationals in 1994; and a silver medal in 1998.

A critical advantage for research operations, among others, in San Joaquin County is protection from the disastrous effects of major earthquakes. Unlike nearby San Francisco and San Jose, which are both burdened by a 70 percent probability of seismic hazard (according to the Seismic Hazard Assessment for the state of California 1996 Department of Conservation Division of Mines and Geology), the majority of San Joaquin County is located in a low-probability zone of 10–20 percent. The dramatically reduced probability of peak horizontal acceleration resulting from earthquakes helps to ensure that movement-sensitive equipment, processes, and systems in San Joaquin County will continue to perform efficiently and safely — no matter what happens on the coast.



Quality of Life

"Quality of life" may be as subjective as beauty, but for most people, living well incorporates several nonnegotiable factors: home ownership; reasonable property taxes and municipal fees; physical safety; and access to educational, recreational, cultural, and community amenities. While the Bay Area, which is renowned for its cultural and educational attractions, fails on the affordability index, San Joaquin

County can offer easy access to the best of the Bay — as well as the full range of quality-of-life factors. That combination has proven irresistible to growing numbers of new residents, who expanded the county's population by 38 percent in the 1980s and by at least 20 percent this decade.

Fully 61 percent of San Joaquin residents own their own homes, evidence of the reasonable cost of home ownership. That affordability is complemented by diversity, from home, condominium, and apartment living in Stockton to the small-town amenities of Lathrop, Escalon, and Ripon. Each of San Joaquin's communities illustrate a distinct and treasured identity, lifestyle, and history. Average residential sales prices in San Joaquin County are among the lowest of all counties in the region, with the median price for a three-bedroom, two-bath home ranging from \$90,000 in Stockton to \$165,000 in Tracy,

the city closest to the Bay Area.

Higher education is available through several institutions including the University of the Pacific, ranked twelfth among western regional comprehensive universities; the Stockton Center of California State University, Stanislaus; San Joaquin Delta College; Humphreys College and School of Law; National University; and University of Phoenix. To promote improvement in K-12 education throughout the county, the private-sector-driven San Joaquin A+ Program facilitates community consensus on initiatives affecting public education. Key goals of the program are raising the high school graduation rate; demonstrating competency at grades four, eight, and 12; and ensuring that all children begin school ready to learn.

Safety and Diversity

Ensuring the safety of its citizens, neighborhoods, and communities has been a priority of local government officials. Law enforcement officials and crime experts say community policing — the strategy of officers and neighborhood residents solving crime together — is a primary reason for a continued downward trend in crime. For example, the Safe Stockton Program has resulted in crime reductions by as much as 58 percent. In 1994 Stockton initiated the Safe Youth Program, which concentrates on preventing

juvenile health and behavior problems by linking the efforts of the city, schools, police, public library, park and recreation, and other interested parties. The program is now in operation on 34 elementary school campuses in four school districts, with work under way to expand the program throughout San Joaquin County.

Recreational and cultural opportunities are never far away from any San Joaquin County location. With a population of more than 300,000 people (in a county comprising slightly more than half a million), Stockton is the cornerstone of the county's retail and cultural amenities. It offers the Stockton Symphony and the Stockton Civic Theater, a professional A-level baseball team, and the summer training camp of the San Francisco 49ers National Football League team at the

University of the Pacific. Ethnic celebrations, from the Cinco de Mayo Fiesta to the Jewish Food Festival, are

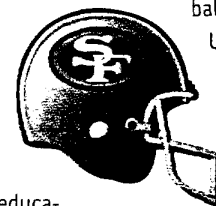
frequent, as are well-attended events such as the annual Asparagus Festival and Stockton's "First Night" celebration.

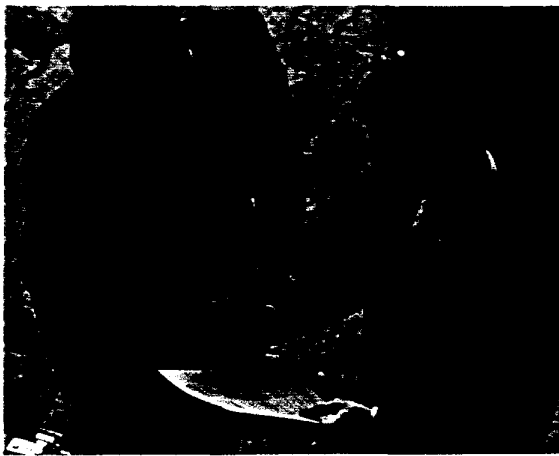
San Joaquin's least expected recreational resource is the thousand miles of multiuse waterways that comprise the San Joaquin Delta. Dotting the delta's landscape are islands, primarily used for agriculture, bordered by levees and surrounded by rivers that support a vast range of recreational uses from boating and fishing to waterskiing and wakeboarding.

For people with a taste for mountains, Lake Tahoe, the Sierra Nevada Mountain Range, and Yosemite National Park are within easy access to the east of the county, while the famous hills of San Francisco and California coastal range are just as close at hand to the west.



The affordability of home ownership is demonstrated by the fact that 61 percent of county residents are homeowners.





Business to Business

The strength of the regional banks has been the mainstay of the financial strength of San Joaquin County: Bank of Stockton, Union Safe Deposit Bank, Farmers & Merchants Bank, to name a few. Through acquisition of local banks, San Joaquin County recently welcomed a couple of national institutions: Stockton Savings Bank to Guaranty Federal Savings Bank (an Inland Temple institution), American Savings Bank to Washington Mutual Bank, from headquarters facility to new regional center. Bank of America, Wells Fargo Bank, and Union Bank of California also hold a significant presence. The diversification of the county's financial institutions has changed, but the strong base has endured. The Bank of Stockton, chartered in 1867, was the first chartered bank in the state of California.

Leadership

Business leadership in the county took a major stride in developing a long-range strategy in the late 1980s, which evolved into the development of the San Joaquin County Business Council, Inc. The council is a private organization serving as an advocate for business interests throughout San Joaquin County. Its efforts have since broadened to support such programs as education reform, pollution control, and long-term transportation finance.

Parallel to the Business Council is the San Joaquin Partnership,

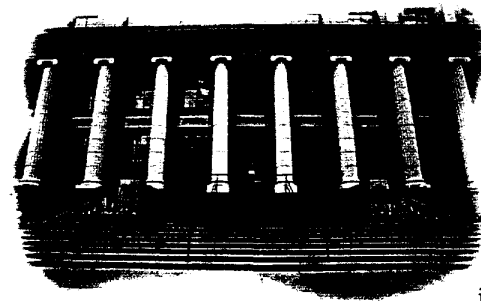
a private, not-for-profit economic development corporation charged with assisting business and industry to locate in San Joaquin County and continue to be productive. Its board of directors represents the public/private partnership for economic development in San Joaquin County. It is these types of community-based, collaborative efforts that bring the public and private sectors together to deliver a probusiness climate.

Coordinated Local Assistance

Recognizing the importance of providing busy employers with a "one-stop" resource for resolving issues and gaining access to

ity and wages, supplier and vendor products, community data and incentive availability. Equally important, the Partnership serves as a confidential advocate for business by helping to facilitate such efforts as site analysis, project permitting, financing, and work force recruitment. Among other services, the Partnership helps individual companies to access loan financing for business start-ups, expansion, and stabilization of growth through the SBA 7-A Loan Financing Program; the SBA 504 Loan Financing Program; the RLF Loan Financing Program; and industrial development bonds. The California Redevelopment Authority has taken

the forefront in business incentives, with the city of Manteca initiating a cap on development fees through the use of tax-increment financing. This local effort exemplifies individual community commitment.

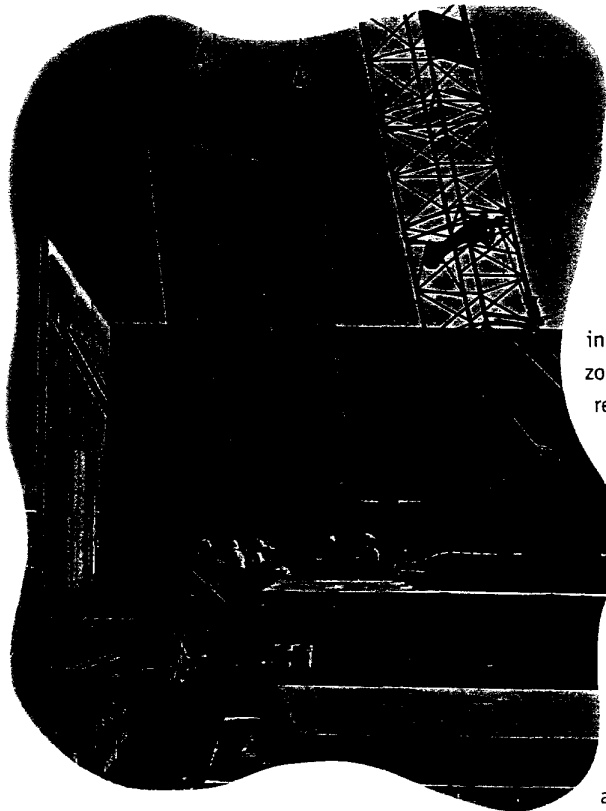


Stockton City Hall

available assistance, San Joaquin County's municipalities, utilities, governmental agencies, and service providers joined together in 1991 to form the San Joaquin Partnership. The Partnership's professional staff offers a range of client services, from comprehensive site and facility searches to information about labor availabil-

Zoned for Success

San Joaquin County offers exceptional locational advantages through its state-designated enterprise-zone and federal foreign-trade-zone designations. The state of California has designated a limited number of enterprise zones throughout the state to encourage business expansion. In June of 1993, more than 31



Numerous incentives are available to companies locating in a state-designated zone.

in January 1998. This designation allows enterprise zone employers to gain hiring tax credits for any resident who lives within this area, thus expanding the probability of hiring eligible workers. Currently, enterprise zone employers locating in the zone average 50 to 90 percent "eligible" employees when hiring.

In addition to being located in the enterprise zone, both the Port of Stockton and the Stockton Metropolitan Airport are designated foreign-trade zones. These zones are designed to promote American competitiveness by encouraging companies to maintain and expand their operations in the United States. The program assists U.S.-based operations by removing certain disincentives associated with manufacturing in the United States. For example, for purposes of tariff assessment, products assembled or produced in the zone are calculated as if they were manufactured abroad, thus removing that imbalance of overseas production.

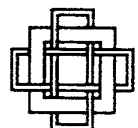
square miles in San Joaquin County were designated a state enterprise zone for a period of 15 years. Included in the Stockton/San Joaquin Enterprise Zone are the Airport Industrial Area, the East Stockton Commercial Industrial Area, the Central Business District, and the Port of Stockton Industrial Area. The enterprise zone, located in and around Interstate 5 and Highway 99, is within easy access of the national rail system and the Stockton Metropolitan Airport.

State as well as local incentives are available to companies locating within the zone. They include a hiring tax credit of up to \$26,800 or more during a five-year period for every eligible employee; sales tax credit on eligible machinery purchases; net operating loss carryover of up to 100 percent to future years; reduced building permit and building plan check fees; streamlined permit processing at city and county permit centers; employee recruitment, screening, assessment, and training; utility tax rebate for large employers; "no-cost" or low-cost loan packaging assistance for revolving and SBA loans; zero-interest facade improvement loans; and fee deferral programs. Current legislation is pending to extend the life of the enterprise zone an additional five years; another bill would extend benefits to distribution and telecommunications equipment.

A geographical boundary larger than the enterprise zone was designated a Target Employment Area (TEA)



The county's probusiness environment is attractive to administrative operations.

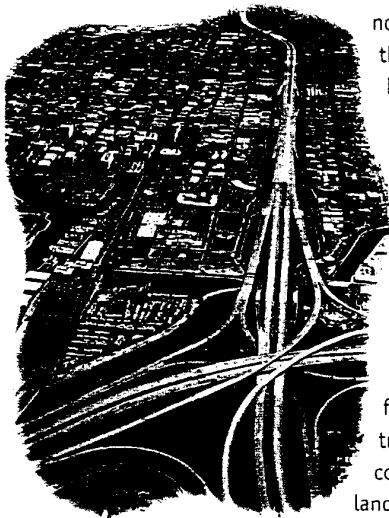




Moving the Goods

When Lever Brothers selected Stockton as its West Coast distribution hub for the company's soap and household products, Michael Olkowski, manager of Delivery Services, noted, "Lever is making a long-term commitment to Stockton." Along with companies including Weber Distribution, a third-party logistics provider for nationally known companies; and Penske Transportation Services, an auto parts logistics warehouse/distributor for General Motors, Lever Brothers found in San Joaquin County the ideal combination of affordability and accessibility.

The excellence of the county's highway infrastructure is enhanced by its lack of congestion.



Few locations in the western United States can challenge San Joaquin's transportation advantage, not only to California's concentrated coastal markets but to points throughout North America and the Pacific Rim. It is no wonder, therefore, that the county is home to regional hubs for transportation giants such as Yellow Freight Systems and Swift Trucking. The county's unequalled transportation infrastructure is complemented even further by large tracts of available, competitively priced land and facilities, conveniently situated within easy access of a network of free-

ways, rail systems, and air transport. But San Joaquin County offers an added advantage: a deepwater seaport capable of handling any vessel able to navigate the Panama Canal and specializing in break-bulk shipments.

Freeways and Railroads

California's freeways have become legendary for their size, but increasingly its coastal freeways are becoming known for a very different characteristic: traffic congestion, related delays, and added transportation costs. The ability of San Joaquin County's distribution facilities to provide same-day service to California's major urban markets is traced to the county's exceptional highway infrastructure and the flow of traffic moving through the uncongested San Joaquin Valley.

The centerpiece of San Joaquin's highway system is Interstate 5, the main north/south freight route from Canada to Mexico along the West Coast. It supports a comprehensive highway grid: Running parallel to Interstate 5 is California Highway 99, a second major north-south artery. Between the two, Seattle is within 15 hours' drive time and Los Angeles only about six hours from San Joaquin County. Intersecting the north/south highways and running westward are interstates 280 and 580, which flow directly into the Bay Area; Interstate 680, to Silicon Valley and San Jose; and

I-80, to northern and eastern destinations.

Echoing the depth and range of its highway system is San Joaquin's rail transportation network. Two national rail lines — Burlington Northern Santa Fe and Union Pacific Railroad — converge in San Joaquin County, linking with three local railroads through reciprocal switching agreements. Augmenting rail service is the Union Pacific Railroad intermodal facility in Lathrop, a completely computerized facility for container transfers, the number of which averages 200 to 250 per day. Through the county's rail infrastructure, major markets are quickly accessible.

Shipping by Sea

San Joaquin County is also home to the Port of Stockton, located 75 nautical miles east of the Golden Gate Bridge on the Stockton Deepwater Ship Channel. A natural deepwater port surrounded by walnut groves and asparagus fields? Absolutely — and it isn't a "little" port:

- The 600-acre Port of Stockton maintains more than 2.5 million square feet of warehousing and shipside rail trackage, and a half-million square feet of dockside transit sheds. Located on Interstate 5, the port is served by two transcontinental railroads.

- Stockton's deepwater channel handles PANAMAX vessels (45,000–55,000-ton class), to a maximum of 60,000-ton-class

[illegible]

- A diversified operating facility, the Port of Stockton is equipped to handle general cargoes including steel



beams and coils. Dry-bulk cargo shipped through the port ranges from agricultural commodities to sulfur and clay, coal, copper concentrates, and petroleum coke.

rials flow by pipelines to the port's agribusiness tenants including Cargill, Pure Gro Feed Products, Rice Terminals, and Pacific Molasses; all grades of gasoline and diesel fuel are transported through the port to tenants including Arco, Mobil, Tesoro Refining, Time Oil, and Shell Oil Co.

drive of major international airports in Oakland and Sacramento. Within a two-hour drive are four international airports: Sacramento, Oakland, San Francisco, and San Jose.

Intracounty, the Stockton Metropolitan Airport accommodates large jet transports via 10,000-foot primary instrument runway. The A.G. Spanos Jet Center, located adjacent to the airport, provides a 3,050-foot, general aviation runway. About 250 private aircraft are based at Stockton Metropolitan.

Sponsors

The San Joaquin Partnership, Inc.
Michael E. Locke, President
2800 West March Lane, Suite 470
Stockton, CA 95219
Tel.: 209-956-3380; 800-570-JOBS
Fax: 209-956-1520
E-mail: mlocke@sjpnet.org

**Human Services Agency —
CalWORKs Program**
Bobbie J. Fasano, Deputy Director
102 South San Joaquin St.
Stockton, CA 95201
Tel.: 209-468-9400
Fax: 209-468-1985
E-mail: jvera@valleyip.net

Lodi Electric Utility
Alan Vallow, Electric Utility Director
1331 South Ham Lane
Lodi, CA 95242
Tel.: 209-333-6762
Fax: 209-333-6839
E-mail: avallow@lodieletric.com

Pacific Bell
Connie Cochran, Director-External Affairs
445 West Weber Ave., Suite 236
Stockton, CA 95203
Tel.: 209-460-0121
Fax: 209-460-0141
E-mail: connie.cochran@pactel.com

Pacific Gas & Electric Co.
Ernest J. Boutté, Gen. Manager-Util. Ops.
4040 West Lane
P.O. Box 930
Stockton, CA 95201
Tel.: 209-942-1473
Fax: 209-942-1460
E-mail: TJD3@PGE.com

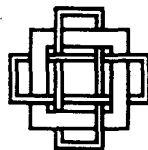
Panattoni Development Co.
Steve McKibben, Rod Johnson
9806 Old Winery Place, Suite One
Sacramento, CA 95827
Tel.: 916-362-5571
Fax: 916-362-0161
E-mail: stevemc@cwo.com

Port of Stockton
Alexander Krygsman, Port Director
2201 West Washington St.
Stockton, CA 95203
Tel.: 209-946-0246
Fax: 209-465-7244
E-mail: portmail@stocktonport.com

Teichert Construction
Doug Urbick,
Vice President/District Manager
265 Val Dervin Parkway
Stockton, CA 95206
Tel.: 209-983-2300
Fax: 209-983-2375
E-mail: teichert@softcom.net

Trimark Communities
Duane Grimsman,
General Manager
3120 Tracy Blvd., Suite A
Tracy, CA 95376
Tel.: 209-836-1560
Fax: 209-836-1759
E-mail: duane@suncap.com

Washington Mutual
Luis H. Sanchez,
First Vice President
400 East Main St., 5th Floor
Stockton, CA 95290
Tel.: 209-460-2386
Fax: 209-460-2388



SAN JOAQUIN PARTNERSHIP

Creating Jobs for San Joaquin County

2800 West March Lane, Suite 470, Stockton, CA 95219
209-956-3380 800-570-JOBS Fax: 209-956-1520

Web: sjpnet.org

Michael Locke, E-mail: mlocke@sjpnet.org
Elizabeth Berolzheimer, E-Mail: eb@sjpnet.org
Photographer: Rich Turner

Partnership services are funded by participation of local businesses and communities and are provided with no obligation.

©1999 Custom Publishing Group of Halcyon Business Publications, Inc. — publishers of Area Development magazine, 400 Post Ave., Westbury, NY 11590, 516-338-0900

San Joaquin Partnership / The Business Council

1998



REPORT TO INVESTORS AND MEMBERS



1999

MISSION

The mission of the San Joaquin
County is to attract and retain
business and industry in San Joaquin
County to enhance the quality of life
for our communities.

GOALS

- Attract and site new business and industry.
- Assist in the retention of existing business and industry.

SAN JOAQUIN

- Increase awareness of San Joaquin County, statewide, nationally and internationally.
- Enhance the image of San Joaquin County.
- Through increased employment (opportunities), enhance the quality of life and overall community wellness.
- Support and coordinate education and training efforts for the preparation of the current and future workforce.
- Enhance the cooperative county-wide economic development effort.
- Assist local communities in improving our competitiveness.

February 1999

Dear San Joaquin County Leaders:

We are pleased to report to you that in 1998 the San Joaquin Partnership had one of its most successful years in terms of new site locations, job generation and outreach with anticipation of even stronger program presence and progress in 1999.

In 1998 the Partnership assisted in the location or expansion of 28 companies exceeding its projected goal. This was the result of a lot of hard work by the entire economic development team, and the continued regional and national marketing of San Joaquin County. The continual education of corporate decision makers of the diverse offerings of the County's seven cities, the County's cost competitiveness and access to major markets, remain our key source for success. This outreach generated more than 100 new qualified client contacts, many which are still considering our County as a new site for their business.



PARTNERSHIP

The Silicon Valley Project was a key element of the 1998 program and is a major focus of the 1999 strategy. In this report you'll read of new and ongoing initiatives and marketing strategies as well as the results of 1998.

We appreciate your individual commitment as well as continued support and thank you for being a part of this team effort. We also encourage you to encourage others to be a part of the future of San Joaquin County. As evidenced in this years' location successes, the time and investment pays off in terms of the County's competitiveness, the community's image, and overall community wellness.



Robert K. Wheeler
Chairman of the Board

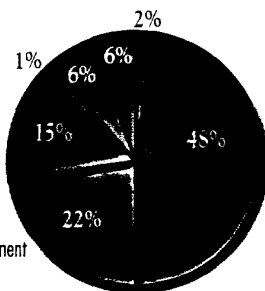
Michael E. Locke
President and CEO

THE EFFORT

Private business and industry, the seven cities of our county, San Joaquin County, and the Port of Stockton have invested into the vitality of the County's economic future by funding the **efforts and successes** of the San Joaquin Partnership.

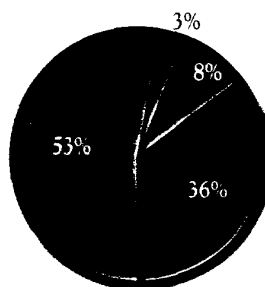
1998 Fiscal Revenues

- 1997 Carry Forward
- Private Investors
- Public Revenues
- Reserves
- Interest
- BCI/CCVEDC Reimbursement
- Other



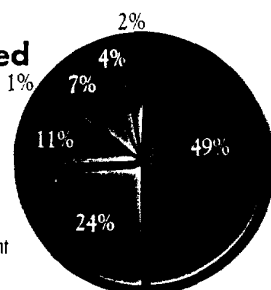
1998 Fiscal Expenditures

- Administration Overhead
- Marketing & Outreach
- Client Services
- Member & Investor Service



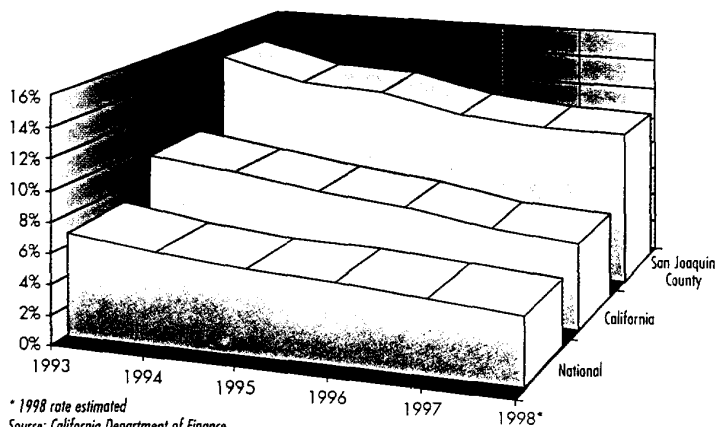
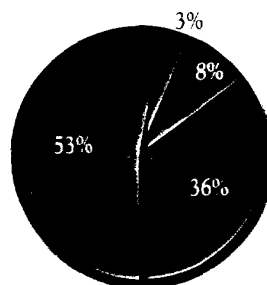
1999 Projected Revenues

- 1997 Carry Forward
- Private Investors
- Public Revenues
- Reserves
- Interest
- BCI/CCVEDC Reimbursement
- Other



1999 Projected Expenditures

- Administration Overhead
- Marketing & Outreach
- Client Services
- Member & Investor Service



San Joaquin County remains characterized by unemployment with its "labor pocket", but this is seen by industry as an opportunity. It is also an opportunity for the Partnership to prove San Joaquin County's ability to compete with similar communities and demonstrate our abilities.

The San Joaquin Partnership is a private public not-for-profit economic development organization, working for the economic benefit of San Joaquin County through job creation and economic investment.

Through marketing, outreach and promotion, the Partnership presents San Joaquin County regionally, nationally and internationally to corporations, site consultants and other third party influencers, as a productive, cost-effective location for business to locate their new or expansion facilities.

In competing with other communities for project locations, the Partnership provides information and services, disseminated to present county area real estate/site locations, business climate, and human resources in the most favorable light. Partnership services include assistance and facilitation with site selection & analysis, infrastructure & utility needs, human resources & training programs assessment, financing, state, regional & local relations, and community assimilation. Partnership services are offered confidentially, without obligation.

"The San Joaquin Partnership is one of the most creative and aggressive economic development organizations we've worked with, and our CB Richard Ellis Site Selection Team has dealt with more than 40 state and 100 different city economic development organizations in its site location work."

Bryant W. Colman,
Corporate Services Group
CB Richard Ellis, Phoenix, Arizona

CB Richard Ellis

The San Joaquin Partnership staff members are:

Elizabeth Berolzheimer	Vice President, Client Services
Jan Klevan-Neely	Communications Manager
Chris Barnesberger-Youngsma	Office Manager
Corinne Waldo	Network / Client Administrator
Luci Graffigna	Administrative Assistant

The Business Council, Inc. staff members are:

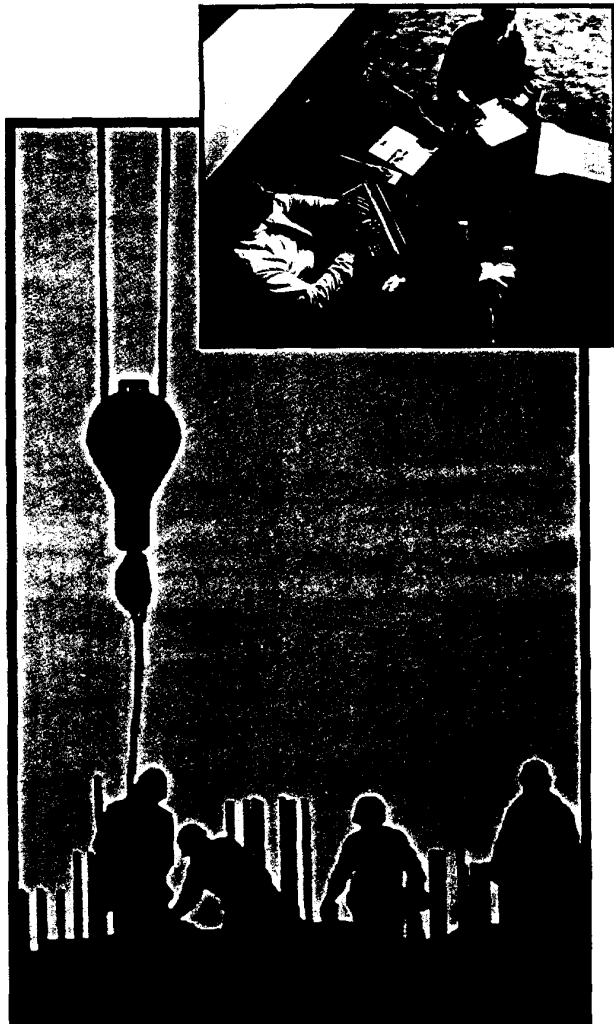
Mary Lou Sidener	Administrative Assistant
------------------	--------------------------

COLLABORATION

Economic Development is a Collaborative process.

The Partnership has been fortunate to have significant resources available from each of the cities and their staff, as with the County and the Port of Stockton, a professional team of human resource and education professionals, business community leaders and Partnership investors who contribute their own time and resources to the goals of the Partnership or our clients. The collaborative effort is both formal, as members of the Board of Directors, city staff participation on the Community Coordination Committee, and less formal on marketing projects and client activity.

The role of the Partnership changes from leadership, facilitator, or resource, to consultant or coach, based on need and circumstance. Underlying all of these efforts, is our continuing effort to improve what it is we bring to the marketplace as we address the specific needs of our prospects.



WORKFORCE PREPARATION

No single issue is more important today than the skills that the labor force brings to the employer. The education, training and re-training of these individuals and the ability to communicate those resources to the prospective business is a critical issue in effective competition for new sites. San Joaquin County has been at the forefront of bringing together numerous federal and state programs to address these issues resulting in the evolution of an effective one stop center for workforce preparation. The specific programs, while beneficial, are like the adage, "the whole being greater than any of its parts". In this instance the effective understanding and integration of all of these programs provide a very valuable resource for new and expanding business and industry.

San Joaquin County is the benefactor of several new and progressing programs or initiatives in the human resources and education fields. The San Joaquin Partnership will continue to support these programs, as with programs such as San Joaquin A+, directly and indirectly. In 1998:

The Northern San Joaquin Valley Regional Collaborative

was awarded a \$650,000 grant for workforce development. The primary goals of the collaborative will be to link together the education, training and economic development programs with emphasis on high tech, identification and development of core competencies, a cluster analysis of the business and industry in the eight counties, and an assessment of employers' needs, each as they relate to workforce development. The grant will be administered out of San Joaquin Delta College and the San Joaquin County Office of Education.

Partnership for Tomorrow is one of San Joaquin County's School-to-Career programs initiated and administered through the San Joaquin County Office of Education. The San Joaquin Partnership is one of many participating in this county-wide collaborative which includes industry, education, labor, government, economic development, and the community. This program, to be implemented in 1999, is a linkage between the employer and those entering the workforce in matching school based and work based learning.



MARKETING AND OUTREACH

Targeted Industries

Food Processing (Added Value)

Construction Materials & Products

Metal Fabrication

Electronics/Electronics Assembly

Plastics

San Joaquin Partnership

THE CALIFORNIA ADVANTAGE



Partnership President & CEO Mike Locke and Vice President, Client Services Elizabeth Berolzheimer at the Society of Industrial and Office Realtors (SIOR) Fall conference held November 12-14 in Chicago.

The strategy for marketing and outreach for 1998 reflects the culmination of a continued effort in identified geographical targets, target industries and relationship building. These same efforts will be continued in 1999. In addition, a broader national effort through the San Joaquin County brochure and the introduction into the European market through *Location USA* in Hannover, Germany, will provide the second of a three-pronged effort. The third of these strategies being the enhanced effort in Silicon Valley and the greater San Francisco Bay Area.

Geographical Missions are conducted annually. Partnership staff conducts meetings with corporate clients, site consultants, and national account brokerages. The presentations made in 1998, in Chicago, Dallas, Phoenix, and the Cincinnati/Columbus area resulted in relationships that are on going. Site locations resulting include Marriott International's reservation call center.

During 1999, missions will be scheduled in Dallas, Chicago, and Phoenix, in addition to corporate, brokerage and site consultant presentations in the Silicon Valley and greater San Francisco Bay area.

Professional conferences that lead to relationships and open doors are also attended annually. The International Development Research Council (IDRC), Urban Land Institute (ULI), and Society of Industrial and Office Realtors (SIOR) have provided the Partnership opportunities for introductions to Fortune 500 corporate executives and the top producing national brokers in the nation, among others.

Since 1996, leads and requests for services the Partnership has received from the brokerage community has increased by 236%. Business from site consultants has increased by 300%.

Participation in regional marketing efforts leverage time and money. Through our affiliation with the California Central Valley Economic Development Council (CCVEDC), the eight county region of the Central Valley was presented to the International Exposition of Food Processors and Plastics USA during 1998. Other shared marketing efforts include participation with TeamCalifornia, and advertising opportunities.

San Joaquin County goes international and to the world's largest industrial fair. In cooperation with *Area Development* site selection magazine, the San Joaquin Partnership has published a 16 page brochure, *San Joaquin County - A Different California*. As a supplement to *Area Development's* regular February 1999 issue, this brochure will be distributed to its 45,000 subscribers, will be on display and available to attendees at the Hannover Industrial Fair, the world's largest industrial fair, in Germany in April 1999. The Partnership will receive additional copies for distribution and, before copies run out, the 16 pages can be found on *Area Development's* web site.

THE SILICON VALLEY PROJECT

is a key strategy initiated by the Partnership Board of Directors in 1997. This strategy of marketing to the firms in the Silicon Valley and greater San Francisco Bay Area, not necessarily for their relocations but for their expansions, was initiated with the completion of a comparative analysis by outside consultants, Paragon Decision Resources.

The Paragon Report compares a model electronics industry manufacturing/assembly operation at locations in each of the cities of San Joaquin County, the unincorporated area of San Joaquin County, San Jose, Fremont, Santa Clara and Sacramento. Fiscally it demonstrates a net annual cost savings, in favor of San Joaquin County over the Silicon Valley locations, of \$4.3 million to over \$6 million per year, primarily in land, construction and labor costs. This is exclusive of economic development location incentives offered in San Joaquin County.

Furthermore, the report compares labor availability and quality, housing and cost of living. The cost comparison demonstrates the feasibility of the Silicon Valley electronics industry manufacturer to leave their headquarters where it is, where they gain from the synergy of the industry in Silicon Valley. But, for manufacturing expansions, they can reduce costs and gain a competitive advantage with a location "over the hill". The Paragon Report, in its second print, is updated annually.

Over the past 18 months, staff has conducted more than 60 presentations with executives of over 50 firms in the Silicon Valley area. Fifty more presentations are planned for 1999.

The electronics industry executives met with to date have focused on two issues. The first being the concern for an educated, trained or trainable workforce for high technology, the second issue being that of available facilities.

To address the issue of workforce preparation, two action items were defined:

- A. *Demonstrate San Joaquin County's existing high technology workforce. The 50,000 commuters driving 2 to 5 hours each day, "over the hill", to Bay Area/Silicon Valley firms to work. It is estimated that 35,000 of these commuters are San Joaquin County residents. They "Live Over Here, Work Over There".*
- B. *Demonstrate the capabilities of San Joaquin County's current and future labor force, education, and training capabilities.*

To address item A, during 1999 the San Joaquin Partnership will seek to fund a commuter survey of those traveling over the Altamont Pass daily to work. With this survey the Partnership will seek to qualify these commuters' education, job skills and current employment.

The San Joaquin Partnership's High Tech Roundtable was formed to identify and demonstrate San Joaquin County's ability to address item B: provide training and education to meet the need of high tech industry. Mission of the Roundtable is:

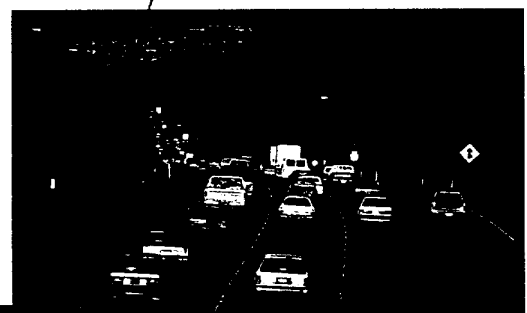
"To provide a vehicle to develop a collaborative process designed to identify needs and resources; to mitigate deficiencies; build on successes; and lay the foundation to enhance the high tech skills in our educational and training institutions which, will in turn, enhance the employability of our labor force and serve to attract advanced technology companies to San Joaquin County."

The second of these predominate issues is the need for facilities. In this instance that is defined as the need to develop an industrial campus environment designed to meet the needs of the high tech manufacturer. The facilities in the market today do not meet one or more of these requirements such as design standards, nitrogen supply, fiber optics, and wastewater pretreatment facilities. This issue requires close linkage between real interest and initial capital required for such a development. This concern will move up in priority for the Partnership's Resource Development Committee in 1999.

Another identified opportunity based on corporate meetings to date is the development of a telecommunications office complex. Defining such a facility and its critical design requirements will be a task of Paragon Decision Resources, on behalf of the San Joaquin Partnership. Once the facility is developed, the Resource Development Committee will involve itself in moving to implementation.

Regarding the High Tech Roundtable - Round III,
"It was a very informative and positive meeting. It provided significant information as to the programs that are occurring in the educational, public and private agencies to increase the opportunity for gainful employment in our area."

Michael Machado,
State of California Assemblymember, 17th District.



— CLIENT ACTIVITIES

In 1998, the Partnership facilitated 77 corporate visits to the County. In comparison with 1996, these visits have nearly doubled. As reflected in the statistics, the success rate in siting companies is three times greater following such visits to better understand the opportunities in San Joaquin County.

	Successful Projects	Qualified Client Files	% Sited	Visited County Co.	% Sited	Projected Jobs Initial	Projected Jobs 3 Years
1998	28	105	27%	45	62%	1,776	2,106
1997	17	106	16%	37	46%	1,306	1,561
1996	15	88	17%	24	63%	1,323	2,488
1992-98	109	653	17%	210	52%	9,217	12,871

The Partnership assisted in 28 new location or expansion opportunities in 1998. **More than 50%** of these were manufacturing operations. Warehouse/distribution operations made up 24% of 1998 locations, as did office, service and other operations.

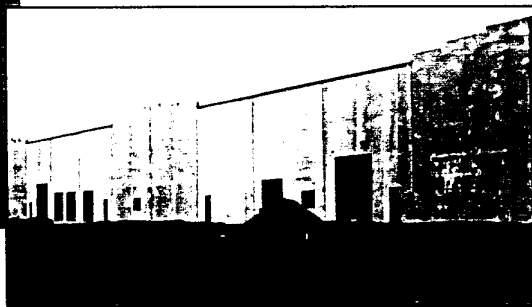
Ninety percent of the prospective companies that utilize Partnership services are new attractions into the county.

THE SUCCESSES

1998 saw the greatest success in the number of new sitings and the diversity of corporate investment represented by each project.

The Partnership assisted in 28 new location or expansion opportunities in 1998. More than 50% of these were manufacturing operations. Warehouse/distribution operations made up 24% of 1998 locations, as did office, service and other operations. Ninety percent of the prospective companies that utilize Partnership services are new attractions into the county.

- **Sterile Recoveries**, a national firm servicing over 370 medical facilities in 20 states, will service northern California hospitals and surgery centers from a 65,000 square foot facility in Stockton Airport Industrial area, hiring 60-100 employees



"We were impressed by the aggressiveness of the San Joaquin Partnership"

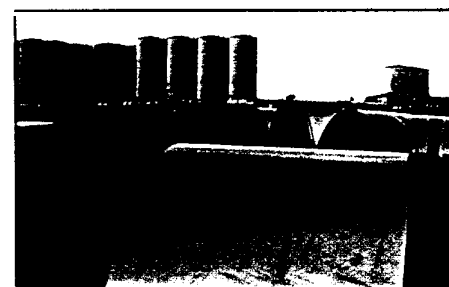
-Wayne Peterson,
Executive Vice President
Sterile Recoveries, Inc.

SRI

- **Fairmont Sign**, based in Detroit, Michigan, will manufacture plastic signs in the Lodi Beckman Industrial area. Building 150,000 square feet, they will employ 100-105.
- **Barbosa Cabinets** consolidated facilities, expanding to Patterson Pass Business Park west of Tracy; 90,000 square feet, 150 jobs retained.
- **Diamond Pet Foods** acquired their 80,000 square foot facility in Lathrop, providing 35-60 new manufacturing jobs.
- **Timbron International** is manufacturing home building products, such as crown molding, out of their new recycling process using polystyrene. Timbron will ramp up to 80 new jobs at Stockton Airport Business Center, in a 57,000 square foot facility.
- **Advanced Industrial Coatings** moved its operation from San Jose to Stockton, acquiring 46,000 square feet, creating 40-60 new jobs.
- **Pallet Pallet** will be manufacturing new pallets, and recycling old in a 43,200 square foot facility in Stockton, providing 10-40 new jobs.
- **Apex Finishing**, an industrial coatings firm, will be moving into 23,625 square feet in Tracy, employing 10-30 workers.
- **Rehrig Pacific** will open a plastics injection molding operation in Tracy. 35,000 square feet; 30-50 jobs
- **Airpower, Inc.**, an aerial survey company, leased 15,000 square feet at the Stockton Metropolitan Airport providing 15 new jobs.

On October 1, 1998, the Partnership assisted in the siting of a new manufacturing facility for the Sutter Home Winery, a 4th largest winemaker in the world, is constructing a wine making facility near Lodi. The facility will bring 15 permanent jobs and 30 seasonal.

- **Masterplant of Italy** is building a greenhouse operation on 10 acres outside of Tracy to grow seedlings for the farming industry. This innovative process will increase crop yields, lengthen growing seasons, and create 25-50 new jobs.



- **Sutter Home Winery**, 4th largest winemaker in the world, is constructing a wine making facility near Lodi. The facility will bring 15 permanent jobs and 30 seasonal.

- **RJM Enterprises** expanded their operation outside of Ripon, to include a winery; 12-20 new jobs.

- *Marriott International* announced the opening of a 14,000 square foot worldwide reservation center in Stockton, hiring and training 300 to 450 new employees.



- distinction and understanding, know in the industry as "quality control" among themselves, but beyond that, little else. The biggest change in the last 10 years has been the industry's focus on the customer. Due to western regional economy, higher standards, and the rise of multinational companies, the western market place will continue to be strong. That's what.

- **Weber Distribution**, third party logistics provider for Best Foods, Eveready Batteries, Dunlop Tires, and others, will distribute product from its 127,000 square foot facility in Crossroads Commerce Center in Latrop bringing 50-70 new jobs.
- **Penske Trucking** opened a facility in the Stockton Airport Business Center 34,200 square feet, with 25-30 new jobs.

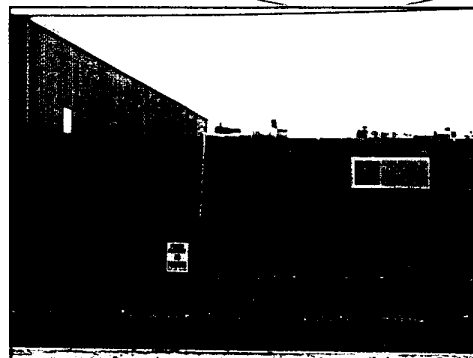
- **GATX**, investing \$9 million, has opened an operation in the Airport Gateway Center to distribute products for Kellogg. 505,000 square feet, 100 jobs.



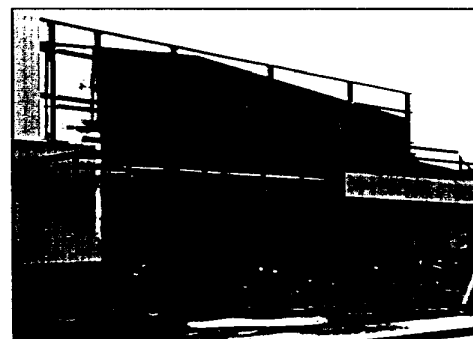
- **SYGMA Network**, a wholly owned subsidiary of SYSCO, distributes products to restaurants. The company expanded their overall operation with a new 45,000 square foot facility at Arch Road Business Park in Stockton, 40-45 jobs.
- **Federal Express** recently broke ground on a 60,000 square foot city center at Airport Gateway Business Center in Stockton, 60 jobs will be new and 50 jobs retained.

- **Restoration Hardware**, a home products retail company, will distribute product to their northern California stores from Stonebridge Industrial Park in Tracy. 300,000 square feet, 40-60 new jobs.
- **Hydraulic Controls** relocated its Stockton facility to a more efficient facility, remaining in Stockton. Acquiring 30,000 square feet, employing 25.
- **Kipco**, a distribution facility for water pipe fittings, has located into 14,400 square feet at Stockton Airport Business Center. They will employ up to half a dozen employees.

- **Applied Aerospace Structures Corp.** in Stockton used the funding of \$6.1 million to expand their facility by 65,000 square feet. Up to 235 employees will be hired over the next three years.



- **Scientific Specialties** in Lodi, a test tubes and beakers manufacturer is expanding this facility by 52,000 square feet with the \$2.4 million awarded; 50 to 100 jobs.



- **Anderson Truss**, a subsidiary of Pacific Coast Building Products, received \$5.135 million to expand two of their operations. The Lathrop facility expansion includes 43,000 square feet and 50 to 85 employees.

- **Swiss American Sausage Company**, a subsidiary of Provena Foods, will relocate its San Francisco operation to a new 85,000 square foot facility in Lathrop, hiring 60 people.

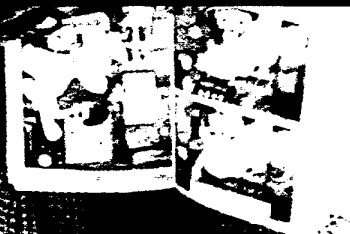
1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan to address the problem. This involves identifying the actions that need to be taken to address the problem and determining the resources that will be needed to implement the plan. Finally, the last step in the process is to implement the plan and monitor the results. This involves putting the plan into action and tracking the progress of the plan to ensure that the problem is being addressed effectively.

and resolve economic and business environment issues. The Business Council functions as a strong advocate for business and industry in San Joaquin County while serving as a facilitator to provide stimulus, support and the focus needed to reach intended objectives with a goal of improved quality of life for all who live and work in San Joaquin County.

THE BUSINESS

The Business Council serves as the voice of the County's top business leadership. Completely private-sector funded, it is the driving force behind the Vision 2000 process and works as a catalyst to help identify, examine

MISSION STATEMENT





COUNCIL, INC.



February, 1999

Dear San Joaquin County Leaders:

As we look back over the year, it's clear that your Business Council played a strategic role in numerous business climate areas. Rarely did a day go by that we weren't asked to help solve a problem affecting some segment of business in San Joaquin County. Our mission remains one of business advocacy and we pledge not to lose sight of this charge.

We have been working diligently on programs to improve education in our county. San Joaquin A+ is moving forward as more concerned business people, educators, administrators and school boards support this countywide collaborative effort. Improving the education our children receive is a slow process but one that is vitally important if we are to be successful in the next millenium. Many countywide issues still remain as we move into 1999. Some of these are: a strategic plan for assuring adequate water supplies, Stockton's wastewater treatment improvements, regional transportation, the revitalization of downtown Stockton and the completion of the Multi-species Habitat Conservation Plan, to name but a few.

On a positive note, we've seen a lot of exciting events take place this past year. When some said it couldn't be done, the business community and the University of Pacific worked diligently and were successful in luring the San Francisco 49ers to the university where they will hold their preseason training camp for the next 10 years. Congratulations to all who played a role in making this happen. The Leadership Summit featured Shimon Peres, a world-class statesman and Steve Forbes, head of the

Forbes Magazine empire. Almost concurrently with the Summit was the Alex G. Spanos Wings Over Stockton Airshow held at Stockton Metropolitan Airport in tribute to Bob and Dolores Hope. The show featured the Apollo 8 Astronauts and a lineup of incredible aerobatics performers. This event drew well over 100,000 people to the Stockton area.

One of our opportunities for this year will be the development of a strategic plan designed to work constructively with newly elected Governor Gray Davis and his administration. Our Sacramento contacts are committed to assisting us in this regard and believe that we can obtain a seat at the table in the state capitol. Status quo is not an acceptable option as we move toward the year 2000.

The leadership of your Business Council thanks you for your continued support during 1998. The 125 corporations that make up the Council membership are a strong business advocacy force in San Joaquin County. Your participation in support of Council programs will make our efforts more effective during 1999. Your leadership, and the personal role you can play, is the key to strengthening our advocacy and the business climate in San Joaquin County. We wish you, your family and your company the very best in this coming year.

Greenlaw "Fritz" Grupe, Jr.
President
Business Council, Inc.

Ronald S. Addington
Executive Director
Business Council, Inc.

STRATEGIC PROGRAMS

San Joaquin A+

Projects were developed and implemented for the six major goals in 1998. The Community Partnership for Families is developing neighborhood centers to implement these goals and bring much needed services to the underserved.

Water Resources, San Joaquin County

Developing a strategic plan to solve the county's present and future water needs remains a critical issue as we move into 1999. Collaborations are being formed to develop a unified voice for San Joaquin County.



San Joaquin County Habitat Conservation Plan (HCP)

The Council of Governments is the lead agency in adopting this plan. Although not adopted in 1998 as planned, it should obtain final approval by mid-year 1999.

Capitol Politics

The 1998 State elections have provided new opportunities in Sacramento. The Business Council intends to strengthen its role in Sacramento.



CONTINUING PROGRAMS

Critical Issues Conference IX

This year's conference focused on education in San Joaquin County. Readiness to learn, school performance and understanding school improvement issues were featured at the conference.

Targeted Opportunities to Prevent Pollution in San Joaquin County (TOPPS)

TOPPS had a very successful year in assisting private sector companies improve their waste stream and enhance their bottom line. Companies can log on to the TOPPS website at www.stocktonet.com/community/topps for educational helps.



PROGRAM PARTICIPATION

Downtown Stockton Development Corporation

As a result of the Urban Land Institute (ULI) study, conducted in June of 1997, a group of private sector business people established the Downtown Stockton Development Corporation. The role of DSDC is one of advocacy in working with the City of Stockton and the development community to assure that projects are identified and moved forward in a timely manner. Many of the conceptual projects identified in the ULI study are currently in the planning stages.

Business Leadership Summit

The 1998 speakers' conference at San Joaquin Delta College was a sold out success. Shimon Peres, winner of the 1994 Nobel Peace Prize, headlined the day's slate. The other notable speakers were Steve Forbes, Dr. Benjamin Carson, Stuart Varney and the musical satire troupe, the Capitol Steps. The keynote speaker for the 1999 event is Elizabeth Dole, President and CEO of the American Red Cross.

Downtown Stockton Transit Center

The site for the Transit Center has been chosen on the north side of Weber Avenue between Sutter and California Streets. There is hope that work can begin on this project during 1999 subject to completion and certification of the environmental impact report and the acquisition of the balance of the project funding.

City of Stockton Wastewater Treatment Facility

Expansion and compliance plans for the city wastewater facility underwent arduous review during 1998. The private sector played a key role working with the city and encouraging staff to seek the most efficient, cost effective method of upgrading the plant.

Alex G. Spanos Wings Over Stockton Airshow

Stockton Metropolitan Airport was the site for this year's spectacular airshow and tribute to Bob and Dolores Hope. The Blue Angels, along with a host of aerobatics performers, provided aerial enthusiasts with a thrilling show during two bluebird days in October. The Apollo 8 Astronauts were in attendance and performed a warbird flyby for the crowd. This event attracted people from within a 100 mile radius and showcased San Joaquin County.

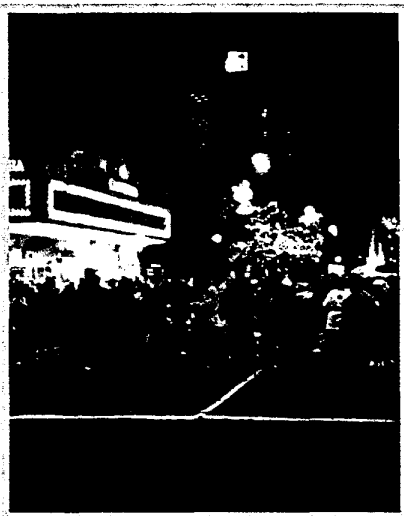


Photo courtesy: First Night Stockton, House of Photography

2000 Budget

Revenue

General Membership Dues	\$ 111,000
Board Member Dues	\$ 3,000
Staff/Boarder Membership	\$ 12,000
Downtown Stockton Development Corp	\$ 20,000
Total Revenue	\$ 146,000

Disbursements

Administration	\$ 31,000
General Operating	\$ 12,000
Total Disbursements	\$ 43,000

BUSINESS COUNCIL BOARD OF DIRECTORS

PRESIDENT

Greenlaw "Fritz" Grupe, Jr.,
The Grupe Company

VICE PRESIDENT

Tom Shephard,
Neumiller and Beardslee

SECRETARY

Ed Schroeder,
St. Joseph's Regional Health System

CHIEF FINANCIAL OFFICER

Rudy Croce,
Croce & Company

DIRECTORS

Howard Arnaiz,
H.D. Arnaiz Corp.

Ernie Boutté,
Pacific Gas & Electric

George Brown,
Alburger Basso de Grosz Inc.

Michael Brown,
The Brown Group, Inc.

Roger Coover,
The Record

Pat Patrick,
The United Way

Lee Dempsey,
Valley Electric

Don DeRosa,
University of the Pacific

Doug Eberhardt,
Bank of Stockton

Dick Haines,
Lincoln Center

Bob Humphreys,
Humphreys College

Marian Jacobs,
Marian Jacobs Advertising

Joe Johnson,
Union Safe Deposit Bank

Bob Kavanaugh,
Guaranty Federal Bank

Kathleen Lagorio Janssen,
Ace Tomato Co.

Brad Lange,
Lange Twins

John Ledbetter,
Vino Farms

Mike Mandilakis,
A.G. Spanos Companies

Tom Matthews,
Tracy Press

Ole Mettler,
Farmers & Merchants Bank

Rick Paulsen,
Richard R. Paulsen Insurance Services

Doug Urbick,
A. Teichert and Sons, Inc.

Bob Wheeler,
General Mills

"The University of the Pacific is proud to be a member of the Business Council and an investor in the San Joaquin Partnership. We not only endorse the goals of these San Joaquin County organizations but are pleased to be a partner with them in strengthening this community. The Council's major goal of improving the quality of K-12 education and the Partnership's involvement with higher education represents a challenge for each of us. We at the University of the Pacific intend to be a major stakeholder in assisting these organizations as they provide countywide leadership."

Donald DeRosa
President
University of the Pacific

Business Council Members

A & A Tool Rentals
A. G. Spanos Companies
A T & T Wireless Services
Ace Tomato Company
Acme Truck Parts & Equipment
AirTouch Cellular
Alburger Basso de Grosz Inc.
Alpine Meats
American Moulding & Millwork Co.
Anderson & Anderson
Anheuser-Busch, Inc.
Bank of Agriculture & Commerce
Bank of America
Bank of Lodi
Bank of Stockton
Bekins-Pacific Storage
Big Valley Ford
Boyce Resource Development Co.
CAL Inc.
Calif. Catalog & Technology
Calif. Water Service Co.
CB Richard Ellis
Central Valley Waste Services
Chicago Title Co.
Comfort Air
Conlin Fence
Corky Hull Medical Associates, Inc.
Corn Products
Croce & Company
Cummings & Associates Advertising
CSU-Stanislaus University
DSS
Dana Corp.

Delta Container Corp.
DeGregori, Garmen, McCurry & Ringer
Diamond Walnut
Dieck Construction, Inc.
Duraflame, Inc.
East Stockton Transfer & Recycling
Farmers & Merchants Bank
Ford Construction Co., Inc.
Freeman & D'Alto
General Growth Properties, Inc.
General Mills
Granite Construction Co.
Grant Thornton
Guaranty Federal Bank
Gunter Steel
H.D. Arnaiz Corporation
Hakeem, Ellis & Simonelli
Harris & Associates
Hartmann & Robinson
Hogan Manufacturing
Holt Bros.
Humphreys College
Iacopi & Lenz Accountant Group
Judith Buethle Public Relations
Kaiser Permanente
Kautz Ironstone Vineyards
Kleinfelder, Inc.
Kraloff, Belcher, et al
Gambani Landscape Architect
LangeTwins
Le Bistro
Leadership Summit, Inc.
Lee-Jagoe Architecture, Inc.

Libbey-Owens-Ford Glass Co.
Lincoln Properties Ltd.
Lodi News-Sentinel
Lodi-Hron Works, Inc.
M & R Packing Co.
March Tower Associates II
Marian Jacobs Advertising, Inc.
Mariani's Men's Clothing
MediaOne
Neumiller & Beardslee
Nolte & Associates
O-G Packing
Old Republic Title Co.
Opportunity Temps, Inc.
P G & E
P.A.M.
PAC WEST Telecomm
Pacific Coast Producers
Pacific State Bank
Pacific Bell
Palmer & Associates
Patmon Company, Inc.
Richard R. Paulsen Insurance Services
Poly Processing
Port of Stockton
Randall Planning & Design
David Rea
Raek Construction
S J Office of Education
San Joaquin Beverage, Inc.
San Joaquin Delta College
San Tamo, Inc.
Sergeant Major Associates

Shoemate Buildings, Inc.
Siegfried Engineering, Inc.
Signco
Snyder Lithograph
Souza Real Estate
St. Joseph's Regional Health
Steinheimer Riggio Haydel Mardant
Sterling Management Co., Inc.
Stockton Ports
Stone Bros. & Associates
Sumiden Wire Products
Teichert Construction
The Brown Group
The Grupe Company
The McCarty Company
The Phillip L. Smith Co.
The Record
The United Way
Tracy Press
Trimark Communities
Truex Insurance Company
Union Bank of California
Union Safe Deposit Bank
University of the Pacific
Valley Electric
Valley Tomato Products
Vino Farms, Inc.
Washington Mutual
Wells Fargo Bank
Wilson Way Tires
Zeiter Eye Clinic

SAN JOAQUIN PARTNERSHIP PRIVATE SECTOR INVESTORS

A T & T Wireless Services

A. G. Spanos Companies

A. Teichert & Son, Inc.

Ace Tomato Company, Inc.

Acordia of California

Air Products & Chemicals - Stockton Co-Gen

American Moulding & Millwork Co.

Bank of America

Bank of Lodi

Bank of Stockton

Blackmun Equipment Leasing

Bloom Construction Company

Brown Group, The

Builder's Exchange of Stockton, The

Buzz Oates Enterprises

California Water Service Co.

Catlin Properties, Inc.

CB Richard Ellis

Central Valley Waste Services

Chicago Title Company

Comfort Air, Inc.

Corn Products Co.

Cranbrook Associates, LLC

Dana Corporation

DeGregori, Gormsen, McCurry & Ringer, LLP

Delta Container Corp.

DeYoung Memorial Chapel

Diamond Walnut Growers, Inc.

Diede Construction

DSS Company

Duraflame, Inc.

E.B. Kirk, Inc.

Farmers & Merchants Bank

Food 4 Less

Freeman & D'Aiuto

Gaddy, Ward & Company

Gary Podesto

General Growth Properties, Inc.

General Mills

Granite Construction

Grant Thornton, LLP

Growth Capital Associates

Grubb & Ellis

Grupe Company, The

Guaranty Federal Bank

Hakeem, Ellis, Simonelli & Marengo

Heinz USA

Holt of California

Hunsaker Investment Company, LLC

IKON Office Solutions

J.R. Simplot Company

Kaiser Permanente

Kleinfelder, Inc.

Leadership Summit, Inc.

Lee & Associates

Lodi-Woodbridge Winegrape Association

Lodi Metal Tech, Inc.

Lodi News-Sentinel

March Tower Associates II

Massie & Company

MediaOne

Neumiller & Beardslee

Nothe & Associates

Old Republic Title Company

Pacific Bell

Pacific Gas & Electric

Panattoni Development Company

Patmon Company, Inc.

Richard R. Paulsen Insurance Services

ProLogis Trust

Radisson Hotel Stockton

Record, The

Roek Construction

San Joaquin Delta College

Schwartz, Ford & Giannini

Siegfried Engineering, Inc.

St. Joseph's Regional Health System

Stockton Blue

Stockton Chamber of Commerce

Sumiden Wire Products

Sylva-Kirk and Company

TOTLCOM, Inc.

Tracy Federal Bank

Tracy Press

Trimark Communities

Turner Photography

Union Bank of California

Union Safe Deposit Bank

United Rentals dba: A & A Tool Rentals

University of the Pacific

UPRITE Construction

Valley Electric Company

Valley Tomato Products, Inc.

Washington Mutual Bank

Wells Fargo Bank

Western Hub Properties

Western Pacific Truck School

Wilson Way Tire Company, Inc.

Zeiter Eye

PUBLIC SECTOR INVESTORS

City of Escalon

City of Lathrop

City of Lodi

City of Manteca

City of Ripon

City of Stockton

City of Tracy

Port of Stockton

San Joaquin County

San Joaquin Regional Transit District

SAN JOAQUIN PARTNERSHIP BOARD OF DIRECTORS

Chairman

Robert K. Wheeler, General Mills

Vice Chairman

Douglass Eberhardt, Bank of Stockton

Secretary/Treasurer

Greenlaw "Fritz" Grupe, Jr., The Grupe Company

DIRECTORS

Dan Billbrey, City of Tracy

Roger Coover, The Record

Donald DeRosa, University of the Pacific

John Harris, City of Manteca

Joe Johnson, Union Safe Deposit Bank

Robert Kavanaugh, Guaranty Federal Bank

Alex Krygsmann, Port of Stockton

Paula McCloskey, Stockton Chamber of Commerce

Mike Mandilakis, A.G. Spanos Companies

Ole Mettler, Farmers and Merchants Bank

Phil Pennino, City of Lodi

Gary Podesto, City of Stockton

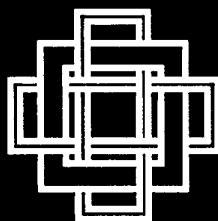
José Rivera, Kaiser Permanente

Luis Sanchez, Washington Mutual Bank

Bert Sandman, A. Teichert & Son, Inc.

Jack Sieglock, San Joaquin County Board of Supervisors

Marty Van Houten, City of Escalon



SAN JOAQUIN PARTNERSHIP / BUSINESS COUNCIL, INC.

Creating Jobs for San Joaquin County

2800 W. March Lane, Suite 470

Stockton, CA 95219

(209) 956-3380

(800) 570-JOBS

Fax (209) 956-1520

E-mail: mlocke@sjpnet.org

Partnership services are funded by participation of local businesses and communities and are provided with no obligation.

SAN JOAQUIN PARTNERSHIP

Objectives

1999

An Introduction

The San Joaquin Partnership is a non-profit economic development corporation. This unique private/public partnership recruits and assists business and industry to locate in San Joaquin County. The Partnership's staff provides the highest level of professionalism, proactivity and confidentiality regarding corporate clients. Client's needs and requirements drive all Partnership location services.

The Partnership, while being the lead economic development agency in San Joaquin County, plays many different roles in the multifaceted area of economic development.

Economic development is a team process and no single agency is ever totally responsible for a successful business siting in San Joaquin County. Our seven cities; Stockton, Lodi, Tracy, Manteca, Lathrop, Ripon and Escalon are all partners in this private/public partnership. The Port of Stockton participates as a regional force with emphasis on foreign trade. In addition, San Joaquin County is an active participant looking not only at the overall County economic well being, but also focusing on development at the Stockton Metropolitan Airport and in the unincorporated areas of the County.

The real estate brokerage community plays an essential and active role in coordinating land and building availability as well as client activity, to achieve our mutual goal of successful business sitings in San Joaquin County.

In addition to the public entities and real estate brokerages, a number of other public and private entities are essential for success. These include human resource providers and trainers, state agencies, utility service providers, financial institutions, educational providers and many others.

The public commitment in conjunction with our one hundred and ten private investors make up the Partnership's efforts in economic development in terms of regional leadership, marketing, site assistance and financial support.

The Partnership is staffed by a small group of experienced professionals committed to the economic expansion and well being of San Joaquin County.

1999 OBJECTIVES

The Action Plan for 1999 is summarized in the specific objectives outlined herein. Additionally, within the Action Plan is a more detailed outline of the organized structure of the Partnership's activities broken out by specific tasks.

I. The Silicon Valley Project

The goal of the project, initiated in 1997, is to attract electronic manufacturing and assembly operations to San Joaquin County to assist in reducing unemployment, diversifying the employment base, and provide the stimulus for other business expansion.

To date, the following actions have been undertaken:

1. Phase I, 1997:
 - A. Paragon Decision Resources contracted for these services:
 1. A comparative fiscal model has been developed.
 2. A labor market assessment has been developed.
 - B. San Joaquin Partnership staff accomplished 31 corporate presentations with key executives in target businesses.
 - C. Human Resources defined as a key issue for corporations.
2. Phase II, 1998:
 - A. Corporate appointments to achieve a target of 75 presentations in the first and second quarter of 1998.
 - B. Through Paragon Decision Resources, the following products were developed:
 1. Skilled labor availability study.
 2. Assessment of training needs and resources related to the industry within San Joaquin County.
 3. Facilitation of the development of a San Joaquin strategy for workforce preparation has begun through the creation of the HighTech Roundtable - 3 meetings held. Consensus, collaboration, goals and action paths are being finalized.
 - C. Maintained communication with prospective companies with new product presentations.

- D. Strategy developed to initiate a briefing process for Silicon Valley brokerages, site consultants, and human resources contacts.

3. The 1999 Strategy:

A. High Tech Roundtable

1. Maintain task force participation with education, training, workforce and corporate representatives including (4) workshops in 1999.
2. Develop and publish an Education & Training brochure defining and presenting education and training capacity within San Joaquin County.
3. Develop a PowerPoint presentation focused on education, training and labor capacity in San Joaquin County.

B. Silicon Valley Target Industries and Influentials:

1. Select and establish access to 25 new corporate contacts and second appointments with 50 established contacts.
2. Develop a PowerPoint presentation to present the Paragon Report as well as San Joaquin Partnership outreach material.
3. Initiate three Bay Area region real estate brokerage briefings.
4. Identify and meet with senior site consultants with corporate offices within the Bay Area.
5. Update Cost Comparison Analysis.
6. Prepare a tri-fold mailer of the Cost Comparison report for broad distribution.

C. Telecommuting Center Analysis & Marketing Plan

The focus of this element is to initiate the development of a telecommuting center in 1999.

1. Define best practices and technical specifications for a telecommuting center.
2. Provide infrastructure and cost analysis.
3. Define commuter interest & opinion (linked to commuter study).

4. Define timing, budget and financing for center development.
 5. Develop and implement prospect and marketing approach.
- D. Develop and implement a commuter study to define employment, job definition, education, willingness to relocate to the Central Valley.

II. Membership and Financial Resources

It is essential to expand the membership of the San Joaquin Partnership and increase the private sector investment in the overall program. The goal of the Partnership has been to maintain a seventy percent (70%) private and thirty percent (30%) public contribution ratio. Our present projection would result in a 70% / 30% ratio of annual funding. Based on this ratio our objective for 1999 should be to increase our private support by 12% or approximately \$58,000.

III. Marketing and Outreach Program

The Marketing and Outreach effort is designed to provide organized and consistent representation internationally, nationally, statewide and regionally. This has been established through direct contact, corporate mission appointments, print ads, targeted opinion-editorials, trade shows and missions. The 1999 program is summarized as follows:

- Targeted geographic missions for 1999 by the Partnership would include the greater San Francisco Bay Area (Silicon Valley), the Chicago Metropolitan area and the Dallas-FortWorth Metropolitan area.
- Participation in the Hanover Industrial Fair in Hanover, Germany. This international effort will provide exposure to the world's largest Industrial Fair (450,000 attendees) through "Location USA" in conjunction with Area Development Magazine.
- Professional and trade organization meetings to facilitate contacts with corporate industry, site consultant, and brokerage relationships. These include the International Development Research Council (IDRC), Society of Industrial and Office Realtors (SIOR), Urban Land Institute (ULI) and the American Economic Development Council (AEDC).
- Establish and maintain relationships with editors of opinion-editorial articles for national publications with three (3) anticipated in 1999.
- Print ads will be limited with primary focus on the San Joaquin County brochure. The San Joaquin Partnership will continue in directory issues of international and national *Site Selection* publications. Targeted industry ads focused in California highlighted issues.
- Maintain commitment to the local agency cooperative advertising program at a fifty percent level of participation.

- Participate through the California Central Valley Economic Development Corporation in three national trade shows for metal, plastics and food processing related industries.

The Marketing and Outreach objective is designed to use the vehicles and activities to build industry and non-client influential relations to generate project contacts which develop into qualified leads and eventually a client file opening.

Contacts	<u>450</u>
Client Files	<u>110</u>
Successful Projects	<u>15-20</u>

IV. Project & Employment Objectives 1999

Projects:	<u>15</u>
Employment:	<u>2500</u>

MISSION

**To attract and retain business and industry
in San Joaquin County to enhance the
quality of life for our communities.**

GOALS

- **Attract and site new business and industry.**
- **Assist in the retention of existing business and industry.**
- **Increase awareness of San Joaquin County, statewide, nationally and internationally.**
- **Enhance the image of San Joaquin County.**
- **Enhance the quality of life and overall community wellness through increased employment opportunities.**
- **Support and coordinate education and training efforts for the preparation of the current and future workforce.**
- **Enhance the cooperative county-wide economic development effort.**
- **Assist local communities in improving our competitiveness.**

**Report of
MARKETING & CLIENT ACTIVITIES
August 1999**

Marketing

- Comstock's 10th Anniversary Party, (Sacramento, California)
The San Joaquin Partnership was asked to display and represent San Joaquin County economic development interest and successes. President & CEO Michael Locke conducted a presentation regarding Regionalism. Invited guests included State dignitaries, manufacturer representatives, large employers in the State of California, and community leaders in the 10 county region.
- Planning for fall marketing and outreach efforts is underway:
 - * Dallas Mission: Appointments with Site Consultants, National Account Brokerages, and Corporations.
 - * International Development and Research Council (IDRC) Fall Conference, (Nashville, Tennessee). Real estate executives to Chief Executive Officers of Fortune 1000 companies gather for facility and site related education and networking.
 - * Chicago Mission: Appointments with Site Consultants, National Account Brokerages, and Corporations.
 - * Society of Industrial and Office Realtors (SIOR) Fall Meeting, (Seattle, Washington). Conference of 800+ commercial real estate professionals throughout the United States, Canada, South America and Europe gathering for high-level education and networking.
 - * California Central Valley Economic Development Council (CCVEDC). In cooperation with the CCVEDC, the San Joaquin Partnership marketing program will benefit and/or partake at the International Exposition of Food Processors (IEFP), the Plastics Show, and WESCON for metals.

Silicon Valley Project

- The scheduling of corporate appointments will continue for September appointments upon completion of the Cost and Condition Comparison Report update which is scheduled for the end of August.
- The High Tech Roundtable's Education, Training and Technology Brochure is in final construction and is scheduled for print in August.

The Partnership and the City of Tracy has partnered on the tabulation of the responses to a labor survey sent to Tracy residences geared to their commute (August 1999). The Partnership and the City of Tracy will be preparing a joint summary of results containing data from the City of Tracy Survey and the

ACE Rider Survey (Summer 1999) to utilize in the Silicon Valley marketing effort as well as to announce the SJP/COG/CalTRANS Survey of Altamont Commuters planned for Fall 1999.

The surveys are being conducted to identify, quantify, and qualify the education & skill sets (and document same) of the commuting labor force from San Joaquin County residences to Silicon Valley/greater San Francisco Bay area employers.

Client Activity

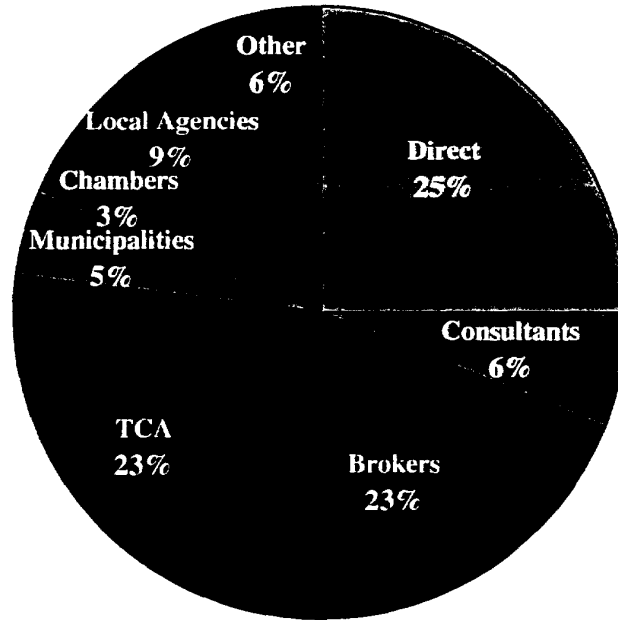
- New client activity remains strong; existing client activity and requests for information/assistance remains heavy. Seven new files have been opened, eight visits facilitated, and 41 client files are considered “critical projects”.
- Five clients announcements have been added to the report this month:
 1. National Distribution Center, a 3rd party logistics carrier for Nabisco has moved to the City of Tracy, occupying 180,000 square feet of a new building built and owned by Seagate of San Francisco. They have hired 12 new employees initially, growing to 20.
 2. (Undisclosed Company) will manufacture furniture in Stockton. They will occupy 104,000 square feet, hire 163 immediately, and will grow to 200 employees quickly.
 3. Cal Sheets is a client owned flat sheet cardboard manufacturer construction a facility in the Airport Gateway Business Center in Stockton, with an anticipated employment of 75.
 4. TNT Systems is a lighting and sound equipment company which relocated from the Bay Area. Leasing 7500 square feet in Stockton, they will be adding 3 employees.
 5. Diamond Pallet, a Stockton based company, will be moving into the Enterprise Zone, expanding their operation to 30,000 square feet, and hiring an additional 10 to 12 employees.

San Joaquin Partnership - Monthly Client Activity Report 8/19/99

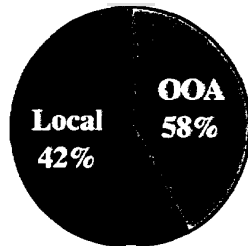
	92-98	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	YTD	92-99
	Total	1999												1999	Total
Bal. Forward		154	142	149	153	158	154	158	151	147	147	147	147		
New Clients	653	4	9	17	11	7	18	7	5	0	0	0	0	78	731
Closed Files	499	16	2	13	6	11	14	14	9	0	0	0	0	85	584
Announcements	109	0	1	0	0	2	2	2	5	0	0	0	0	12	121
Active Clients	154	142	149	153	158	*154	158	151	147	147	147	147	147	147	
* 7 new clients since last report															
Profile of New Clients															
Attraction	564	4	9	16	10	7	16	6	5	0	0	0	0	73	637
Ret/Expansion	64	0	0	1	1	0	2	1	0	0	0	0	0	5	69
New Venture	25	0	0	0	0	0	0	0	0	0	0	0	0	0	25
Total Clients	653	4	9	17	11	7	18	7	5	0	0	0	0	78	731
New Client Leads (by Source)															
SJP Direct	168	0	2	1	2	0	4	1	4	0	0	0	0	14	182
SJP Member	24	0	0	0	0	0	0	0	0	0	0	0	0	0	24
Broker	129	0	3	4	6	2	5	4	0	0	0	0	0	24	153
Consultant	25	2	2	4	1	2	1	0	0	0	0	0	0	12	37
SJC EDA/PIC	26	0	1	0	0	0	0	0	0	0	0	0	0	1	27
SJC Cities/Cnty	65	1	0	0	0	1	3	0	0	0	0	0	0	5	70
CCVEDC	12	0	0	1	0	1	0	0	0	0	0	0	0	2	14
CA DOC/TCA	152	1	1	6	2	1	5	2	1	0	0	0	0	19	171
Chambers	21	0	0	0	0	0	0	0	0	0	0	0	0	0	21
Other	31	0	0	1	0	0	0	0	0	0	0	0	0	1	32
Total Leads	653	4	9	17	11	7	18	7	5	0	0	0	0	78	731
Profile of Visits															
First Visit	210	3	3	3	4	3	5	5	1	0	0	0	0	27	237
Repeat Visit	195	4	2	1	2	11	2	4	4	0	0	0	0	30	225
Total Visits*	405	7	5	4	6	14	7	9	5	0	0	0	0	57	462
* 8 visits since last report															
Announcements															
Manufacturing	47	0	0	0	0	0	1	1	2	0	0	0	0	4	51
Distribution	30	0	1	0	0	2	1	1	2	0	0	0	0	7	37
Office/Svc/Other	32	0	0	0	0	0	0	0	1	0	0	0	0	1	33
Total Firms	109	0	1	0	0	2	2	2	5	0	0	0	0	12	121
Total New Jobs															
Total New Jobs	9217		80			65	550	130	248					1073	10290
Anticipated Jobs (2-3 yrs.)	12871		100			115	800	280	310					1605	14476
Total Jobs Retained	825					235		450	40					725	1550
Client Announced															
Client Announced			10.631			3.676	7.497	12.650	5.695						
						9.630	6.719	9.629	4.685						
									6.493						
									2.660						
									3.681						

**San Joaquin Partnership
Member Brokerage Meeting 8/24/99**

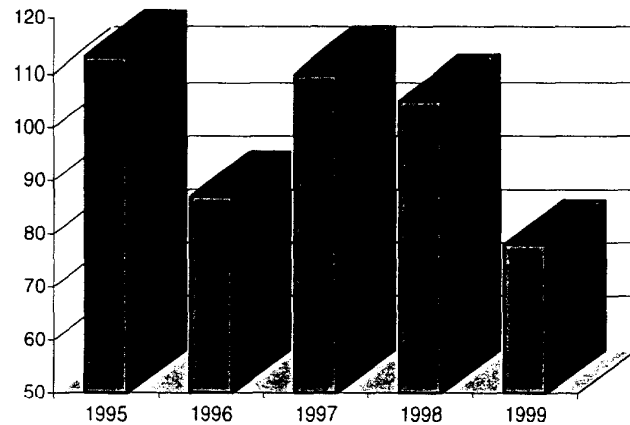
San Joaquin Partnership -- Referrals* by Source



**Broker/Consultant Referrals*
Local and Out of Area (OOA)**

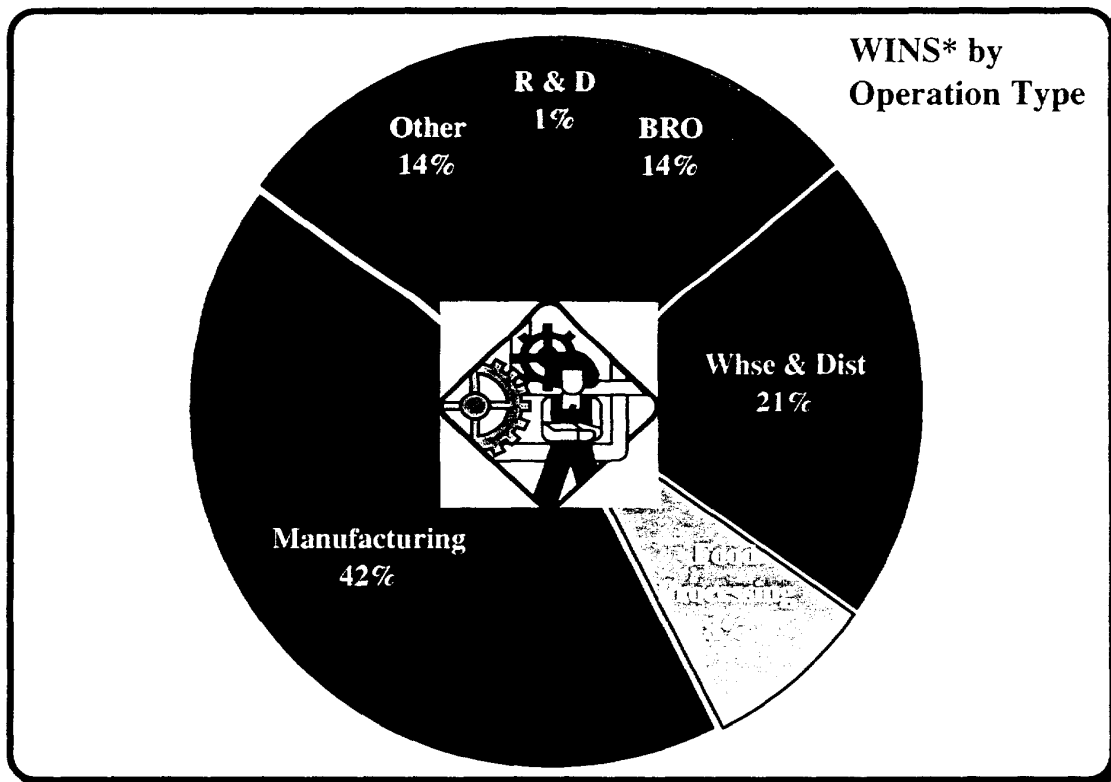
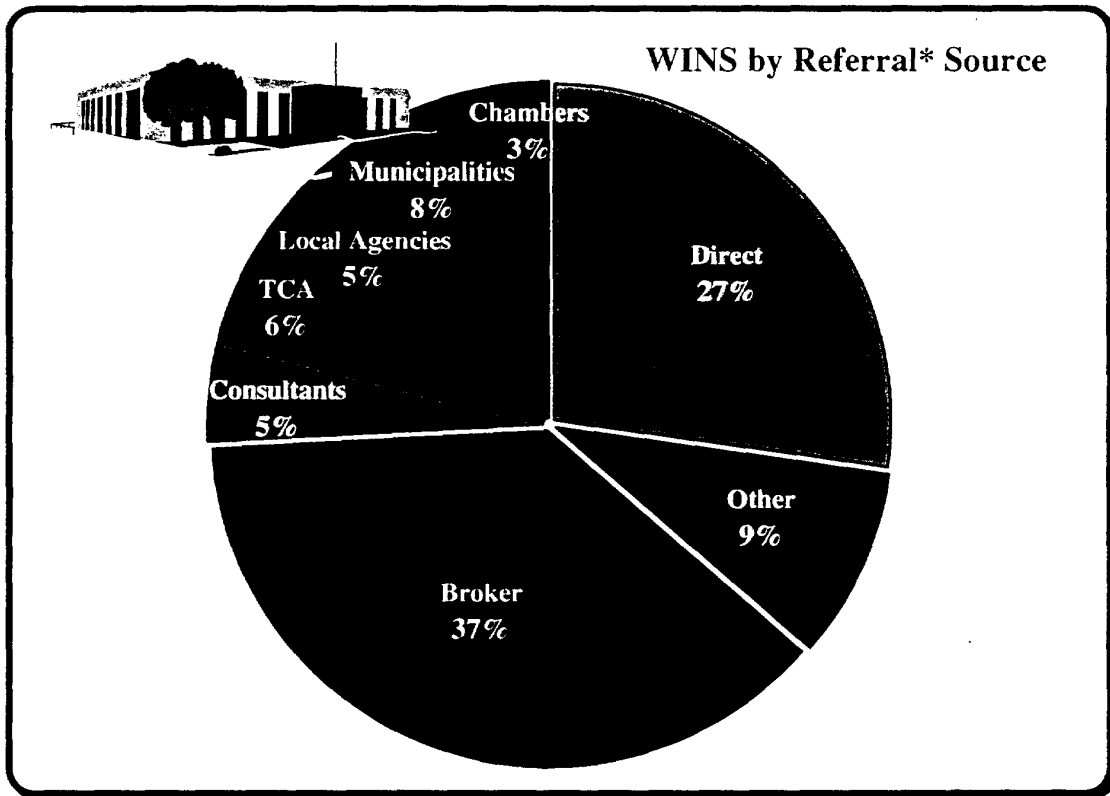


Total Referrals* by Year



** Referrals/Wins Date Range: 01/01/95 - 08/18/99*

**San Joaquin Partnership
Member Brokerage Meeting 8/24/99**



* Referrals/Wins Date Range: 01/01/95 - 08/18/99

San Joaquin Partnership

Client Locations within the City of Lodi

1999

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Pacific Coast Producers	750,000	15 new/(235 Ret)	N/A	Lodi

1998

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Fairmont Sign Co.	150,000	105	N/A	Lodi
Scientific Spec.	52,000	50-100	\$2.4 million	Lodi
Sutter Home	150 acres	15-35	N/A	SJC-Lodi

1996

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Apache Plastics	115,000	40	\$3 million	Lodi
Arkay Ind.	35,000	40-100	N/A	Lodi
Speaco Foods, Inc.	44,000	35	N/A	Lodi
Sweetner Products	N/A	6-10	N/A	Lodi

San Joaquin Partnership Client Locations

1999

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
AAFES	850,000	550	\$53 million	Lathrop
Beautone Spec.	51,000	5-8	N/A	SJC
Cal Sheets	115,000	75	N/A	Stockton
CTC Dist.	66,000	50-100	N/A	Stockton
Diamond Pallet	30,000 (exp)	10-12 (add'l)	N/A	Stockton
Dollar Tree Stores	317,000	150	\$15-18 million	Stockton
England/Corsair	104,000	163-200	N/A	Stockton
Nat'l Dist. Center	180,000	12-20	N/A	Tracy
Pacific Coast Producers	750,000	15 new/(235 Ret)	N/A	Lodi
Quality Assured Packing	40 acres	0-30	N/A	Stockton
Staples Inc.	111,150	80-100	N/A	Stockton
TNT Systems	7,500	3	N/A	Stockton

1998

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
AIC	45,000	60-65	N/A	Stockton
Airpower, Inc.	15,000	15	N/A	SJC-Stockton
Anderson Truss	43,000	50	\$2.8 million	Lathrop
Apex Finishing	23,625	10-30	N/A	Tracy
Applied Aerospace(SJP assist)	65,000	235	\$6.1 million	Stockton
Barbosa Cabinets	90,000	120 retained	N/A	SJC-Tracy
Diamond Pet Foods	N/A	35-60	N/A	Lathrop
Fairmont Sign Co.	150,000	105	N/A	Lodi
Federal Express	60,000	60new (50 ret)	N/A	Stockton
GATX	505,000	100	\$7-9 million	Stockton
Hydraulic Controls	30,000	25	N/A	Stockton
INS	55 acres	250	N/A	Stockton
Kipco	14,440	4-6	N/A	Stockton
Marriott Internat'l	14,000	300	\$6 million	Stockton
Masterplant CA.	10 acres	25-50	N/A	Tracy
Outback Steakhse	6,800	80	N/A	Stockton
Pallet Pallet	43,200	10-40	N/A	Stockton
Penske Trans. Serv.	55,000	25-30	N/A	Stockton
Rehrig Pacific	35,000	30-50	N/A	Tracy
Restoration Hrdw.	300,000	40-60	N/A	Tracy
RJM Enterprises	128,960	12-20	N/A	SJC-Ripon
Scientific Spec.	52,000	50-100	\$2.4 million	Lodi
Sterile Recoveries	65,000	60-100	N/A	Stockton
Sutter Home	150 acres	15-35	N/A	SJC-Lodi
Swiss American Sausage-Provena	N/A	60	N/A	Lathrop
SYGMA Network	45-65,000	40-45	N/A	Stockton
Timbron	57,000	40-80	\$5 million	Stockton
Weber Dist.	127,000	50-70	N/A	Lathrop

1997

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
49er NFL Training Camp (Assist)	N/A	N/A	N/A	Stockton
<i>AutoNation</i>	175,000	300	N/A	Stockton
CNC Containers	147,000	60-90	N/A	Lathrop
CSUS Stanislaus (Assist)	N/A	N/A	N/A	Stockton
Escalon Packers	8,000	115	\$8.9 million	Escalon
Fairview Dist. Cen.	405,000	115	N/A	Lathrop
ITT Technical Inst.	13,000	50	N/A	Lathrop
Lever Bros.	500,000	105 –150	N/A	Stockton
Longs Drugs	436,000	120-200	N/A	Lathrop
New Generation Technologies	13,000	9-14	N/A	SJC
No Amer Log Ser/M & M Mars	346,524	70-100	N/A	Tracy
Noll Manuf. Co.	306,000	60-125	N/A	Stockton
Pep Boys Dist.	246,000	125	N/A	Tracy
United Facilities	N/A	35	N/A	Tracy

1996

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
<i>*KMD Inc.</i>	N/A	25-30	N/A	Stockton
Aisen Electronics.	N/A	35-65	N/A	Stockton
Apache Plastics	115,000	40	\$3 million	Lodi
Arkay Ind.	35,000	40-100	N/A	Lodi
DCS Coll. Svc.	37 acres	100-1000	N/A	Lathrop/Tracy
<i>EverGreen Glass</i>	62,500	35-50	N/A	Stockton
Kraft Foods	350,000	80-100	\$10.8 million	Stockton
Marriott Complex	2 acres	125	\$12 million	Stockton
Menlo Logistics	276,000	40	\$5.5 million	Lathrop
Montgomery Watson	N/A	10-18	N/A	Stockton
New West Petroleum	N/A	25	N/A	Stockton
San-I-Pak	30-90,000	30	\$450,000	Tracy
Schaeffer Ind.	85,000	42-80	N/A	SJC
Speaco Foods, Inc.	44,000	35	N/A	Lodi
Sweetner Products	N/A	6-10	N/A	Lodi
United Grocers	500,000	700-800	N/A	Tracy

1995

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
<i>*Alphatec USA</i>	200,000	300	\$2 million	Manteca
Act I Personnel	N/A	2-3	N/A	Stockton
Altec Carlisle	27,500	15-25	N/A	Stockton
Americ Disc	25,000	60-80	\$12 million	Stockton
<i>BooneAir</i>	50,000	250	\$11 million	SJC
Duraliner of CA	22,000	10-20	N/A	SJC
Ferralloy/Tricon	170,000	70-100	\$8 million	SJC
Fraser (Palex) Ind.	40,000	180	N/A	Tracy

* did not come to fruition

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Fresno Trucking	22,000	120-140	N/A	SJC
IAS Robotics	20,000	15-30	N/A	SJC
Matthews Redwood	81,000	50-80	N/A	SJC
Power Logistics	86,000	40-100	N/A	Stockton
Sierra Chemical	25,000	20	\$1.2 million	Stockton
Smart & Final	285,000	150	N/A	Stockton
Van den Bergh	25,000	35	\$5 million	Stockton
World Wildlife	N/A	25	\$250,000	Stockton

1994

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
A.M. Castle	60,000	N/A	N/A	Stockton
Advanced Metal	13,000	15-20	N/A	Stockton
DSC Logistics	509,000	50-60	N/A	Tracy
Farmington Fresh	150,000 min	150	N/A	SJC
General Growth	1,000,000	850-1100	\$68 million	Tracy
Hubbard Milling	14,000	28	N/A	Stockton
Iris USA	157,000	50-100	N/A	Stockton
Libbey Owens Glass	rebuild	save 550	\$45 million	Lathrop
National Service	36,000	9	N/A	Stockton
Nestle (pasta)	43,000	20-35	\$80 million	Stockton
P G & E	14,000	125	N/A	Stockton
Spring Anesthesia	25,000	100-125	N/A	Stockton
Taylor Made Off.	6,000	10-15	N/A	Stockton
Ultimate Container	100,000	23	N/A	Stockton

1993

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Aero Turbine	38,000	70-100	\$1 million	SJC
Aqua Hoist	5,000	3-10	\$5 million	Stockton
Bohanna & Pearce	20,000min	30	N/A	Tracy
Chinchiolo Fruit	150,000	70	N/A	SJC
Complas	90,000	40	N/A	Tracy
D. R. Good Dist.	346,000	130-150	\$15 million	Tracy
Kubota Tractor	125,000	35-40	\$1 million	SJC
Open Air Mall	N/A	400	\$2 million	Stockton
Tracy Outlet Center	N/A	350	\$30 million	Tracy

1992

<u>Name</u>	<u>Sq. Foot</u>	<u>Jobs</u>	<u>Investment</u>	<u>City or SJC</u>
Dana Corp.	175,000min	150-400	\$20 million	Stockton
Dietrich Industries	200,000	65	\$5 million	Stockton
Duro Test Lighting	18,000	6	\$500,000	Stockton
Nestle Dist.	1,000,000	75-100	\$25 million	Lathrop
Ring Can Corp.	12,000	15-30	\$650,000	SJC
Valley Wireless Cable	N/A	80-250	\$5 million	Ripon

* did not come to fruition